

MAGAZINE OF MANAGEMENT MEN OF AMERICA

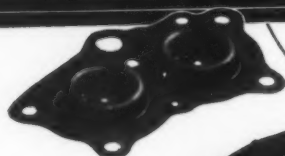
MANAGE



CHICAGO'S JAMES A. SCULLY—President and Chairman of Scully-Jones and Company, he typifies the interest and active role of many smaller-company heads in foreman and supervisor development.

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ADVERTISING—Carroll Steve Slick, 2038 Spruce St., Philadelphia; L. F. McClure, 314 N. Tower Court, Chicago (Superior 7-1585); C. R. Larson, 114 Liberty St., New York.

Cover

MUCH of the strength of The National Association of Foremen stems from its small company membership. From the company viewpoint, the Association provides an effective medium through which its management men may broaden their activities and understanding. The extent of this opportunity in the area of management of people, so far as the small company member is concerned, is limited only by the measure of the member's interest and desire—and the interest and desire of the head of his company.

An outstanding example of such interest and cooperation is that evidenced by members of the Scully-Jones Company of Chicago and its head, James A. Scully. Mr. Scully is a man whose background is of interest to many foremen who may have started in industry with limited educational equipment. President and board chairman of his Company, today, he is in truth a "self-made" man.

Born at Leetonia, Ohio, in 1876, he was the eldest son among eleven children. Family circumstances deprived him of the opportunity of further formal education at age 14. While still in his boyhood, he gained experience at jobs in a coal mine, rolling mill, machine shop. From a job as lathe operator, he was promoted to lathe foreman, installation engineer, and plant superintendent within a span of nine years. Six years later he left to go into business for himself.

He founded the Company bearing his name in 1912. Scully-Jones and Company manufactures standard and special production tools and automotive and aircraft parts. A separate division performs engineering and design service. Mr. Scully refers to the Company's products as the "arms and hands" of machine tools—that is, tool holders and cutting tools.

It is a pleasure to acquaint you with this Chicago executive whose interest in foreman development has been so in evidence.

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. . . giving generously of their time toward better teamwork and performance by all ranks of management . . . for a stronger American system.



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MANAGE is published monthly on the 5th by THE NATIONAL ASSOCIATION OF FOREMEN, as its only official publication. Entered as second-class matter September 2, 1948 at the post office at Columbus, Ohio under the Act of March 3, 1879. Printed in the U.S.A. Publication office 364-386 S. Fourth St., Columbus 15, Ohio. Editorial and executive offices: 321 W. First St., Dayton 2, Ohio. Copyright 1950. Subscription rates: Annual U.S. \$4.00; foreign \$6.00; single copy 50c except November convention issue for which \$1.00 to non-subscribers. Annual subscriptions (U.S.) in lots of 100 to 5000: \$3.50; 5000 and over: \$3.00.

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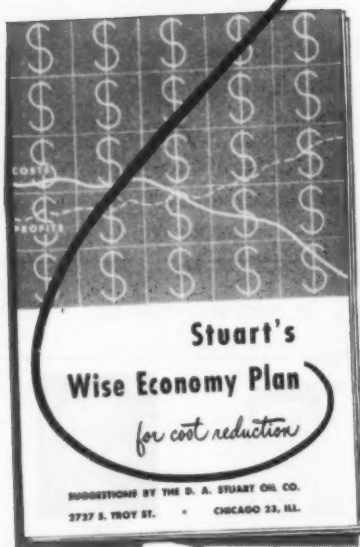
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We Look At

WASHINGTON

Edited By

Harry P. Jeffrey NAF Legal Counsel

THE TITLE of this column is "We Look At Washington." For the purpose of this article, I would like to change just one word in that title. "You Look at Washington." Look at Washington often. Look at Washington with a cold, penetrating eye. Whatever political party you may belong to or prefer, whatever your job or station in life may be, try to put aside your prejudices and bias, and analyze what is taking place in the nation's capital.

The holidays are over. The President has returned from his vacation, and Congress is again in session. Both the House and Senate chambers have had a face-lifting operation and are newly decorated. In the ceilings of both are hundreds of tiny holes, ostensibly to improve the acoustic properties of these famous rooms. It is just possible that these small openings likewise may permit the escape of considerable hot air.

For the present session of Congress precedes the November Congressional elections. Both parties will be jockeying for position and advantage. Most members will be constantly aware of their desire for re-election. On every vote cast, the merits of the case, the still voice of conscience—call it what you may—will be competing in the member's mind with the thought, "How will this affect my chances for re-election?"

Most of us with average intelligence are honest in the ordinary sense. But it takes a courageous man or woman to be intellectually honest, to be selfless, and to vote without regard for personal considerations.

Before this piece is read, if it is read, the President will have presented his annual message to the Congress on the State of the Union. He also will have presented his annual budget message. He will recommend and ask approval of many measures, and for the expenditure of vast sums of money. All of these will affect you—every man, woman and child in the nation—in some degree.

For example, the President must propose action on and the Congress must act upon and dispose of the question of taxes. Shall some or all of the present excise taxes be repealed? Shall income tax rates on individuals and corporations be increased? Shall new forms of taxes be imposed? The year 1949 was a prosperous one, judged in terms of total national income. Yet, during its current fiscal year, the federal government will go in the red by more than five billions of dollars, to be

added to our present national debt of approximately two hundred fifty-six billions.

Do you want taxes cut, or do you want only those taxes cut which affect you? In this connection, it is interesting to note that more than ninety per cent of all income taxes collected by the federal government are paid by those with incomes of less than \$5,000 per year. The slogan "soak the rich" has been demonstrated to be a myth. If substantially more revenue is to be obtained from income taxes, it must come from those in the lower income and tax brackets.

Let us take the question of pensions, which is sure to be the subject of Congressional discussion in the months ahead. Who doesn't want a pension of \$100 per month commencing at the age of sixty-five? But if industry pays only a portion of this sum directly to its employees, shall the federal government make up the difference? And if the federal government pays the balance, from where will the money come? Obviously from taxes. And those taxes will be taken from the pay envelopes of younger workers remaining on the job.

Recently the people of the state of Washington by referendum voted just such a pension for its older citizens. Today that state is in extreme financial difficulties. Its voters had not looked behind the curtain of cost.

Let us take one more sure subject of Washington discussion—reduction of expenses. Do you want your Congressman to fight for the improvement of some near nameless river in your home community? Will you object if some obsolete fort, army or air post is abandoned near your home? Do you want government expenses cut everywhere, regardless of where the axe falls, or just everywhere except in your own yard? If the former, have you ever taken the trouble to tell your Congressman how you feel on this subject?

You look at Washington. Literally, there is no such thing as "federal aid." There is only aid by the people—all the people. And you are one of them. If you are wearing an ordinary suit of men's clothing, 115 separate and distinct taxes went into the price you paid for it. Not all of these taxes, to be sure, were federal taxes. But they all took money out of your pocketbook.

Whether foreman or president, whether from a rural community or a

(Continued Page 31)

Late afternoons while Mrs. Foreman brews her favorite coffee in her Wear-Ever aluminum pot, Mr. Foreman is down at the Alcoa plant using the very same principle to percolate another fine "brew". Says he:



"I HELP MANAGE THIS PLANT"

By Otis C. McCreery and Robert O. Candee, Training Department—Aluminum Company of America.

Through its Conference Plan for Management, The Aluminum Company of America has developed a method of uniting its management into a coordinated and efficient team. The acceptance of this Program by Alcoa foremen and the consequent lift in morale and improvement in production bears out their belief in this plan, according to our information.—Editor

LIKE all industrial organizations following War II, Alcoa found it necessary to re-examine its way of doing business in order to compete in the post-war market. Production methods were scanned to determine possibilities of improvement. Sales research was made to uncover the type and size of the aluminum market. Rigid cost control was exercised to insure a satisfactory competitive position. And the organizational structure was studied to determine whether the required leadership would be available.

It was realized that competitive success would depend in great part on the ability of Alcoa to tap the will of its people to produce. This task could only be performed by a management group, from president to foreman, who themselves were willing, intelligent, and informed. The problem then became one of unifying and coordinating the management team so that each member would not only want to play his part in leading his workers in quality production but would know how to do it. And this was a problem.

The foreman's problem . . . During the war when Alcoa expanded its own facilities and agreed to operate government owned plants to satisfy requirements of the armed forces, it was necessary to expand the management structure at an equivalent rate. This involved rapid up-grading of many men who had no previous supervisory experience. It was not surprising that many of the new men could not perform a complete job of foremanship.

During that period "time was of the

essence" and Alcoa, like many other industries, made up for these deficiencies in foremanship by developing specialists in many fields. These specialists, as many a foreman put it, soon "began to get in his hair." Actually they gradually began to take from the foreman certain functions having to do mainly with employment, industrial relations, safety, planning and scheduling, production methods. As this process continued the foreman began to think of himself as an errand boy. He felt he had lost his authority—that the union steward had more prestige than he—that even his management did not always back him up when he was pressed by the union or faced with a production decision.

In addition to feeling that he really did not belong to the management group, he was often the victim of pay inequities caused by overtime and wage stabilization difficulties which further created a frustration in his mind.

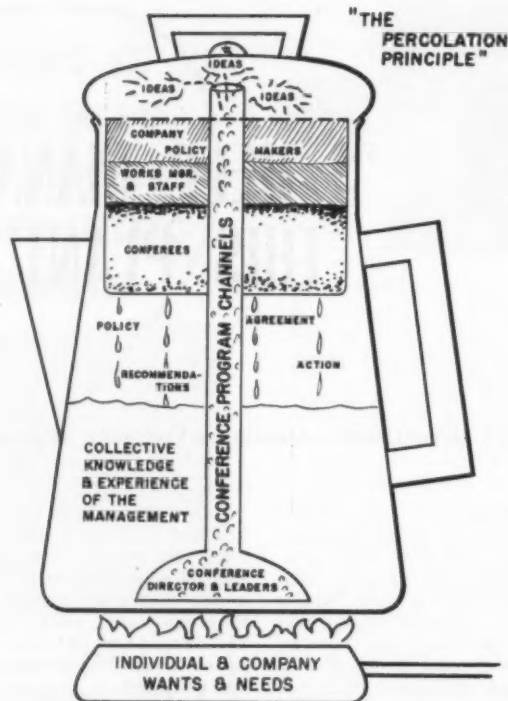
It was clear that foremen who felt this way neither would nor could perform the number one job of leading Alcoa's people successfully to compete in the post war market. In short, Joe Foreman wasn't too happy with his lot. Too often he wasn't in a frame of mind suited to the improvement of his own, his workers', or his company's situation.

Faced with this problem Alcoa sought to develop a program which would meet the needs of its foremen—would provide opportunity for them to assist in carrying out the company's postwar plans in a cooperative and intelligent manner.

The foreman's wants . . . As the first step, Alcoa attempted to determine just what the foreman wanted which would rebuild his basic faith in himself and his company. As the result of a series of discussions with foremen within the company and with experienced observers in other industries, it was de-

MANAGEMENT IS THE FOREMAN'S BUSINESS—As part of the follow-up of the "Management Study," Jack J. Kroecker (left), superintendent of Sand Foundry at Alcoa's Cleveland Works, discusses job responsibilities with John Wallis, one of his foremen.





THE SECRET OF ALCOA'S COFFEE POT—"... mechanics of the program are so designed that the ideas of the management group can easily boil up to the top of the management structure. Then, as does the water in the coffee pot, these same ideas filter down through the 'coffee blend' of the management group to create the fine 'brew' of a coordinated management team."

cided that the basic wants of Alcoa's foremen were five:

- A. Definition of responsibility.
- B. Proper wage differential.
- C. The right to be heard.
- D. The feeling of belonging.
- E. The opportunity to really participate in the management of their plant.

Alcoa's operating problems . . . Appreciating these needs of the foremen, Alcoa then analyzed future operating problems with which its management men would be faced. It was felt that if a program could be designed to help all its management understand these problems, then both the individual and the company would benefit. The many future problems appeared to resolve themselves into six general areas:

- A. Handling people.
- B. Handling tools and equipment.
- C. Controlling costs.
- D. Improving production methods.
- E. Improving product quality.
- F. Improving product output.

The objectives of Alcoa's Conference Plan for Management . . . Then, having determined the wants and needs of its foremen and the problems of the com-

pany, Alcoa began to develop a program which would appear to best answer both. As a result, these four initial program objectives were selected:

- A. To keep all ranks of management informed of company policies.
- B. To pool the industrial experience of all management men to solve plant problems.
- C. To prove to foremen, supervisors, and other managers that they belong to management by giving them an opportunity to share in policy-making decisions.
- D. To furnish training where the foreman lacks information or experience.

To reach these objectives it was necessary that every management man participate in the development and administration of the program. This was based on the conclusion that "training" is a function of management, not "a department." It was felt that every management man must be a trainer. It was believed that any differences between training and operating were either false or imaginary.

It was believed, of course, that a training staff should be developed, but that it should stand at the right hand

of management, and bring to bear on management's problems its special teaching, writing, illustrating, and dramatic techniques. However, it was thoroughly understood that the training staff would exercise no line authority. Therefore, it could not be completely responsible for the nature and degree of training which would be developed under the new program.

Most important of all was the belief that any such program must have the support of every level of management from the top on down through every successive level. Remembering that "one soggy layer can spoil a cake" this was a "must" in developing the new program. By insuring the participation of every management man, it was possible not only to impress every manager and foreman that he was a trainer, but to break down the barriers (real and imaginary) which often existed between top management and the company's foremen and supervisors. One very important factor was to develop channels of communication through which to bring about a change of ideas and actions in the management group.

Participation is the keynote . . . To obtain complete participation, the Conference Plan for Management was developed. It is characterized by informal discussions in small mixed groups representing all levels of management from all departments. These groups are led by individual members of management who have been trained in the technique of conference leadership. Great emphasis is placed on the value of this cross-section of opinion of the management group.

Likewise, it is felt that leadership of the conferences by management serves to provide a degree of participation, recognition, and training experience for a large group of management that would be lost if a corps of professional conference leaders were used. It is these conference leaders working with the plant conference director who help so much in establishing the character and pattern of the program as it progresses at that plant. Experience has demonstrated that such active participation, both in group discussion and leadership, has helped immeasurably in proving to foremen and other managers that they do belong to management. It has opened up channels of communication through which information can flow both up, down, and across the entire organizational structure in an efficient manner.

How the program works . . . Once having established a framework insuring participation by all management, the next problem was to determine what kinds of meetings or conferences should be held. Still relying on its philosophy of participation, Alcoa

turned to its total management structure through the newly established conference groups and their conference leaders—asked them what they thought the Conference Plan should contain.

After obtaining and analyzing the combined opinions of some 4000 management men in 20 plants across the country, it was concluded that there was a need for two types of programs:

- A. Informational conferences.
- B. Problem-solving conferences.

For example, a great majority of the conferees expressed a desire to have more information on the background of their company. Accordingly a series of meetings was prepared for plant use by the conference leaders which included:

- A. The History of Alcoa.
- B. Aluminum—from Mine to Metal.
- C. Aluminum—Products and Processes.
- D. Alcoa Personalities.

Likewise a desire was to have more information on the spirit and procedure of handling grievances. Therefore, a series of meetings was developed based on the premise that "fairness, firmness, and understanding are basic elements of any intelligent program for handling grievances."

The series was designed to explore the subject in nine meetings. Many techniques of industrial training were used including charts, film strips, sound recordings, and the then new "role playing technique." Through these media the following principles or "steps" in handling grievances were evolved:

- Step 1. RECEIVE THE GRIEVANCE WELL by
 - Giving the man a good hearing
 - Giving him your full attention
 - Not interrupting
 - Asking questions

- Asking the man to repeat his story
- Repeating the essentials in your own words

Step 2. GET THE FACTS by

- Checking every angle
- Checking the labor agreement
- Checking company policy and practices
- Examining employee's record.

Step 3. TAKE ACTION by

- Making corrections if company is wrong
- Maintaining your decision if right
- Explaining your position
- Passing all facts to next step or level.

Step 4. FOLLOW-UP by

- Making sure action was carried out
- Correcting potential grievances
- Maintaining an atmosphere promoting the highest morale.

Since this program was developed as the result of a request from the conferees themselves, response to it, both in interest and effectiveness, was good.

Requests have also been made for material on the basic economics of the aluminum industry, elements of cost control, and human relations. Again core programs were developed for use by the local plant. From the experience with these information programs, it is clear as time goes on that many more subjects will be similarly prepared at the request of members of management. Since the topics are the result of participation by all management, it is safe to say that they will serve a real purpose. More important, it will graphically demonstrate again to all members of management that they are indeed a part of management and that their opinions are welcomed.

In contrast to the informational conference is the problem-solving conference. These are usually developed at the plant level in response to some

particular problem which faces that plant management group. The problem is again selected by the local management group and everyone in the group participates in its discussion and development of group recommendations for a course of action.

These recommendations are then sent to the works manager who has agreed to consider all that are reasonable. (He does not agree to put them all into effect, but only to consider them.) If they are approved by the works manager, the recommendations are then put into action.

To date, experience has indicated that most of the recommendations have been put into effect. Here again Alcoa has a graphic illustration that all its foremen are a part of management—that their opinions are welcomed.

Management is the foreman's business . . . A closely allied yet slightly different program offered through the Conference Plan is the "Management Study." This is a method of functionally analyzing the management of a plant. It is designed to:

- A. Give every member of the management organization a better understanding of what total management is and how it takes place.
- B. Help each individual member of management more fully understand his responsibilities and the extent of his authority.

Briefly stated, the Management Study works like this. First, a list was prepared with the help of qualified members of management which included all functions of management which must be carried out if the organization is to produce effectively. Then through meetings and interviews, each member of management is asked to indicate which of these functions he performs in his department. Next

(Continued Page 32)

PARTICIPATION IS THE KEYNOTE—D. D. Hicks, conference director at Alcoa's Cleveland Works insures management participation in the Conference Program by discussing future plans with conference leaders chosen from the management group.

HOW THE PROGRAM WORKS—James Shackelford, conference leader at Alcoa's Tennessee Fabricating Works, leads group of fellow managers in a discussion of basic economics. Informality and group participation typify this and other conferences at all plants.

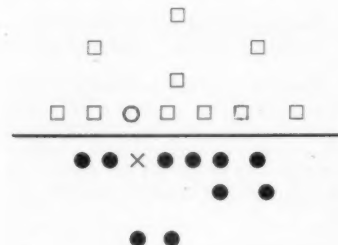


ROCKNE knew the ANSWER



By Byron L. Clark, Nashville Divn., Avco Manufacturing Corp.

Engineer Clark: "It's good to know and feel the importance of one's job, but" . . . Iowa born; Des Moines Univ., Lombard and Iowa State Colleges. Associated with Dept. of Agriculture; then railroading; lumber. Joined Consolidated Vultee Aircraft, 1942; aided in conversion of the Nashville operation to war production of aircraft; important role in redesigning plant postwar for motor coach, farm implement, household appliance manufacture. Remained with successors to Convair as plant engineer at Nashville Avco. Author of numerous technical articles.



WHAT IS management? What does it mean? According to Mr. Webster's dictionary, management is judicious use of means to accomplish an end. In order that we may better understand this definition, let us break it down into separate parts. "Judicious use" means to use with good judgment. To use with good judgment requires intelligent thinking, fair and honest treatment, human understanding. To act intelligently one must be trained. To have human understanding, one must like and understand people. Viewing the subject with these facts in mind, we begin to realize that management involves a great scientific field, reaching in all directions of human behavior and accomplishment. It is a complex function which requires much study and thought, but offers great reward, if understood and properly applied.

The management of modern industry is no longer a one man act. It requires a thoroughly trained staff whose members are schooled to function as a management team. We can compare management of a plant to a football team with the general manager or president as the head coach. The department heads are assistant coaches. The engineers and planners are the backfield. The foremen and supervisors are the line. Now, how many games would an all-American backfield win without the assistance of a good, fast charging line? Just to give an example of this, the story is told that during Knute Rockne's regime at Notre Dame, he overheard one of his backfield aces say: "We could beat that team by ourselves."

Mr. Rockne didn't say anything. But the following Saturday when the team was playing he ran in a fifth string line. The backfield soon found that

it couldn't move out of its tracks, even though it was made up of the famous "Four Horsemen".

This goes to show that regardless of the efficiency of any one person or section of an organization, it will not accomplish very much unless all the other sections are integrated and cooperate in doing the job they are supposed to do. This applies equally to management of a plant. It's good to know and feel the importance of one's job. But each part of the management team is equally important. They must function as a smooth, efficient, quick-acting unit to accomplish their production goals. The opponents of this team are waste of labor, material, time and energy.

Just as modern machinery has been advanced, so has management become more complex. The day of the "bull of the woods" is gone. Management men today must use other means of getting desired results than the old "cuss and drive" method. They must be trained in human engineering just as well as in modern manufacturing methods. You may ask: "How can such a management team be trained?" Well, it isn't easy. But it can and is being done all over the country today. It has proved to be a very worthwhile project, too, for the companies that have realized the need and have done something about it.

In the writer's opinion, one of the first steps in establishing morale is for top management to assure their line-men (supervision) that they are an important part of the management team. This can be done in many ways. One of the easiest and quickest ways is to keep their foremen well informed in advance of any change in policy, projects, etc. Whenever possible, ask them to sit in on certain policy-mak-

ing conferences and generally treat them as management men.

The next most logical step in the creation of a good management team is to establish a management club which will serve many purposes. For example: (1) through offering educational courses, the members become better supervisors; (2) at club meetings all levels of management can meet and discuss common problems on an equal footing. In discussing shop and office problems, each individual gets some idea of the other fellow's difficulties and sometimes is able to help. This also builds morale which is of great value to any organization of a good management team.

As for training courses, there are many available to the individual or to groups through colleges, trade schools, and the National Association of Foremen. One of the best courses, which should be a "must" in any organization, is the "Foreman's Code of Ethics". This course will do much to improve the intelligent direction of the supervisor's responsibility. Other courses such as "Conference Methods" are very helpful.

Team management doesn't mean that the individual has no latitude for individual thinking, decision, action. In any well balanced organization, just the opposite is true: the general manager delegates certain responsibilities to his staff, who, in turn, delegate these functions to their supervisors. Such instructions are usually not in the form of detail plans. Therefore, the technician or supervisor has to make his own plans and decisions regarding the functioning of his department. Of course, he must understand and lead the human element involved.

Once this management team is well organized and trained, each man will

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OH....

my methods ARE showing!

By Charles Bogenreif, Grayson Controls Division, Robertshaw-Fulton Controls Co.



TODAY'S managements face an ever increasing pressure of competition on their products. To the consumer this is a healthy situation. It eventually means a better product at a better price. To the manufacturer it means that production costs must be reduced without lowering the quality of product.

One of the most effective means of meeting the problem is to undertake a methods improvement program with its goal being the reduction of manufacturing costs.

This presentation has been tailored to fit the needs of the small company. However, many of the steps covered are fundamental to any size business.

Where to start a methods program . . . It is well to think of a program of this type as covering all kinds of operations in an organization—direct and indirect. Usually the greatest savings can be accomplished by improving the methods of direct operations, but we should not overlook the need for better methods in the so-called "overhead" departments.

All agree that a methods program should be initiated in the department where the most savings can be made, but how do we determine this? In order to determine this starting point, there are a few clues that, when recognized, can answer our question. Some of them are as follows:

1. Repeated failures of a department in meeting production schedules.

2. Excessive scrap or "spoilage" on items processed through a department.
3. High rate of accidents, poor safety record.
4. High manufacturing costs on items processed through a department.

Scope of the program . . . The scope of such a program is practically unlimited. Methods improvement should never cease in a progressive organization as we never find the one best method of performing a task.

In general, the fields covered by such a plan may include raw material handling, work station layout, plant layout, job methods, job training, time study, quality control, innumerable others.

Types of methods improvement programs . . . There are several comparatively easy ways in which to institute such a plan. When choosing a type best suited to the individual needs, many things must be considered: man power availability to proceed with the plan; scope or coverage of the plan; permanency of the work to be covered; size of the organization—to name but a few.

Some of the most commonly used approaches are these:

1. THROUGH THE INDUSTRIAL ENGINEERING DEPARTMENT.

If an Industrial Engineering Department is already established in an organization a thor-

ough methods program should be underway. If not, as this work is usually a basic function of this department, a very extensive program can be handled.

In some cases, an Industrial Engineering Department may be created to perform the necessary functions related to methods improvement.

There are several advantages in using this system to improve methods. More intensive study can be given to individual situations by the use of such procedures as time study, motion study and motion analysis, plant layout and methods training.

2. THROUGH THE SUPERVISION GROUP.

In the smaller organizations this approach has a number of decided advantages. It permits the individual supervisor to analyze existing job conditions, either in his own or other departments, and make suggestions for improvement. It is important to have the supervisors conscious of methods, and by using such a plan no better means is available to accomplish this.

One practical manner to conduct this program through our supervisory group is to hold weekly meetings of the supervisors at which time each one presents to the group at least one methods improvement on a job or series of jobs. To obtain the best results this presentation can be held on an informal conference basis with a top management representative serving as chairman.

An important step that should not be overlooked is to have the presentation made in writing showing both the present and proposed method.

In addition to all other benefits derived from such a series of conferences is that of confer-

(Continued Page 32)



Charles Bogenreif: "There are a few clues" . . . Supervisor of his Company's Industrial Engineering Dept. since 1943 "Chuck" has worked the field of job evaluation, time and motion study, wage incentives, supervisors bonus and merit rating, many others. Registered professional engineer (California) in mechanical engineering; member S.A.M.

FBI Man Will Be On Program For Conference Here

John F. Gerdis, special agent for the FBI, will be a leader at one of the workshop sessions of the "green carpet" conference of industrial foremen here Saturday. The session will be "What Stewart Schumacher's responsibility in organizing and combating destructive influences?"

Shirley, Kokomo attorney, a former FBI agent, and J. P. Erick, president of the Dirilyte Caine, will take part with Gerdis in the leadership of the sessions.

Barkley Stand On Welfare Hit By Illinois Congressmen

By STAFF REPORTER
Kokomo — Vice-President Arthur H. Barkley's defense of the Truman administration against charges that it is leading a welfare state drew criticism from an Illinois congressman.

With an Illinois congressman heading the list of speakers, the afternoon session of the management of the Kokomo is ready to take place today afternoon.

Free Enterprise Is Strife

Development of a new approach in the relationship of education to the world of business is the objective of the U. S. Chamber of Commerce committee on education, to whose secretary, Paul H. Good, will be invited.

Preservation of Free Enterprise Heads List Of Speakers for Conference Here

More Than 500 Turn Out For Discussion of Vital Topics

Recommendations Made Following Workshop

Recommendations for the Foremen's club and the outcome of six weeks during the day-long management men at the Persons attending the any two of the six work conducted simultaneously.

In each case, a panel of the major points discussed, with the program devoted to the program from the many instances, the worked overtime, the union flowing in more than the allotted.

More than 500 foremen and their wives attended a banquet at 6:30 o'clock after the conference.

Free Enterprise Heads List Of Speakers for Conference Here

He stressed the fact that the afternoon session will be open to the sponsoring of the management of the Kokomo is ready to take place today afternoon.

National Topics Conference To Hear Paul H. Good

Education, a subject of our American panel program, will be discussed by Paul H. Good, secretary of the U. S. Chamber of Commerce.

THE BUGLES BLOW IN KOKOMO

Deficit Spending Is Blasted by Young Illini Congressman

Heavy Taxation Stifling Our Individual Initiative, Leads Towards Socialistic State Here

(Continued from Page One)

He said they were in medicine, farming, industry, and Socialism, a short step from Communism.

Organizations like clubs, representing management, hold a problem, Velde will speak to show them how to look out on demand United States.

He called for a "green carpet" session, or a management conference, will be held at the Kokomo High School building.

Hold Foremen Should Urge That Men Vote

Foremen in industry should urge conference to know more about the needs of education and how to take action clear to his work at

Book and Barton on the For National Affairs Com

Another "Today's Promises," a title of the National Chamber of Commerce, will be the needs of education, references, and the state action clear to his work at

Should Lead In Community Session To

It was determined that session on community that foremen can be of great help in the future.

Our System—Will It Die?

Will the free enterprise system survive or will it go down under the swing toward socialism and extravagant government? What are its strengths and weaknesses, its advantages over other systems of life? Why should we beware of the subtle, insidious and sometimes unwitting efforts that are being made to undermine it?

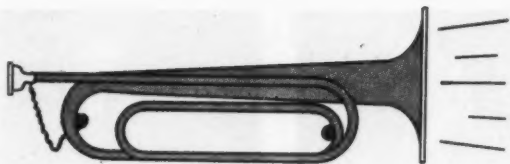
Kokomo Executives To Study Socialistic Trends In U.S.

Indianapolis Star - Nov. 27, 1949
Kokomo, Ind. (Spl.) — The Management Men of Kokomo and show them how to look out on demand United States.

He called for a "green carpet" session, or a management conference, will be held at the Kokomo High School building.

How Socialism Comes

Whenever the government makes a definite switch to Socialism, Kaegi said. Taxes now amount to 30 percent of the American income. There is no sign that the government wants Socialism, but there is a sign that it is trying to do so.



Business leadership and freedom-loving press take courage as foremen study measures in face of

WELFARE STATISM THREAT

It happened last month . . . down in Indiana, at Kokomo. It was one of those inevitable things—this first full-dress “war council” of America’s foremen. It might have happened in any of the scores of Kokomos across America—everywhere that this deceptive opiate we call welfare-statism plies its trade—and it will.

And because it has happened in Kokomo, the lights burn late by night in the windows of American business leadership. For tonight there is hope. Hope that, with the aid of positive leadership by America’s foremen, the productive vigor, the industrial initiative that is America’s real strength can somehow be kept intact. For without these, your son and mine must grapple with tomorrow’s aggressors barehanded.

These men of Kokomo—there were 400 of them—gathered in a schoolhouse. They courted no fanfare. Carried no cocksure placards. Flaunted no en masse demonstrations, collectivist-like.

They sought not to awe the citizenry—nor impress a news world—nor chill the marrow of elected officials, with show of strength in numbers. Rather, they met to counsel soberly with each other as to their own weaknesses—and to take stock of the critical situation confronting them.

That the time was December, of Pearl Harbor reminders, appears significant. For all through the ram- parts of this economic system, to which every American owes so much, is chilling evidence of a Pearl Harbor devastation. Yet, as in the wake of that 1941 disaster—when few but our military fully realized the desperate- ness of our situation—so today, even our people in industry have not yet realized the devastation that al- ready lays vulnerable their rights and liberties as in- dividuals.

These first foreman “war councils” are reconnoitering in character. Effective action cannot be planned until facts are studied and appraised. But during these activities before their “call to arms” resounds—which it is sure to do—American business has its opportunity to back them to the hilt.

The situation of the American system is critical. But it may yet not be insurmountable if American industry does not now fail its own foremen. For it will take resources of consequence to insure their readiness for the vital struggle ahead. What is the real character of their task?

Throughout the departments in the plants of industry are stationed the lieutenants of the socialist-welfare state. These key unit leaders have been selected, not for what they know about production, but for what they know and have in order to lead the thinking of work- men. Until that *personal* leadership down in the de- partments is matched and excelled by management, there appears to be little hope.

Because it is a personal, arms-length leadership, who but the foreman-supervisor group in management is numerically large enough to match it? Today, those thousands who are “stewarding” the welfare-statism



PANEL ON AMERICAN ECONOMY (By U. S. Chamber team) absorbs men of Kokomo.



FOREMAN'S RESPONSIBILITY . . . ENTER- PRISE SYSTEM by Kaegi (Delco-GMC).



WELFARE STATE—ROAD TO SOCIALISM by Congressman Velde (Ill.) . . . Berkley stand hit.



"MEET OUR GUESTS"—Toast- master Chester, president of Globe American Corp.



PANEL TEAM FROM U. S. C. of C. who performed an outstanding service in Kokomo Conference's success (from left) Paul Good, Wm. Barton, Harry Linz, Spencer Shaw.

opiates in most shop departments can nullify almost anything coming from upper management by a knowing wink—or a friendly nudge in the ribs. That goes for newspaper ads, bulletins and letters to employees, assembly speeches, booklets and all the rest, however sincere and well prepared.

The very fate of productive industry hangs upon the personal, *man-to-man* leadership within its departments—there is no choice as to the battlefield where this contest will be settled. And there is no choice as to who in management is practically able to take it on.

Supervision faces grave handicaps at the outset in this undertaking. Workmen in industry's departments are already blindly following the leadership of these welfare-addict lieutenants. All that ground will have to be regained before there can be any optimism.

But it is not impossible. For we remind ourselves that their leaders were able to win the trust of workmen in spite of upper management. Certainly a well-trained supervision, with a desire to do so, should be able to win it back with the help of upper management.

But America's foremen must be provided with good tools—the best. In that kit must be (1) leadership training, (2) economics training, and (3) a thorough grounding in this problem of bigger and bigger government. They must also (4) be intensively and regularly briefed in company policies, problems, economics, and labor contracts—have open channels of communications. And ways must be found to give foremen a sense of achievement and pride as they progress, including adequate compensation and proper management recognition. For in this vital struggle, *the foreman is the most important man in industry today.*

Aside from these, there must be much more effective "supporting" actions. An example: the information in the Hoover Commission Report. Is there any reason why that "one-day-in-four"—which is being taken from every American workman to support a top-heavy government—should not by this time be spotlighted and blasted on every movie screen and marquee, every radio program, every TV screen, every billboard, every advertisement across America?

We expect the men down in Kokomo were a bit surprised about the press

coverage of their "war council." For its echoes resounded in Indianapolis and even Chicago. Illinois Congressman Velde came posthaste from Puerto Rico to share with them his knowledge of how "The Welfare State [is] the Road to Socialism". The U. S. Chamber was ably represented in the councils by such staffman as Linz, Barton, Good, Shaw. Executive and middle management were helping man the "stations."

It is that kind of pitching, plus resources to do the job, that American foremen are looking for as more and more of them "shoulder arms" for a strong and productive industry here in America.

The bugles blow in Kokomo . . . and to those men of Kokomo we say: "You have set the pace for American foremen in a most significant manner. Your start is a 'cornerstone laying' operation. We await to see what kind of 'activity' structure you will be erecting above that marker—*what action is now begun to reach and win the minds of your workmen—and the minds of the citizenry of Kokomo.* It's the follow-through which counts from here on out."

"Whatsa matter, Barbara?"

"Gawd, Julie! Never go out with a chiropactor."



NATIONAL ASSOCIATION OF FOREMEN'S (from left) President Hodapp, Columbus, Ohio; director-from-Illinois Szybeko, Chicago; director-from-Indiana Schwan, Gary; and President-elect Harpold of Kokomo Foremen's Club; President-elect Schueler of Globe American Management Club.

Statistics . . .

There were approximately 4,000,000 businesses in the United States last July, according to the Department of Commerce. They included many establishments which employed no one. Eighty-two per cent of the businesses had three or less employees, fourteen per cent had from 4 to 19 employees, three per cent had from 20 to 99 employees, and one per cent had 100 or more employees.

Andrew Carnegie was once visited by a Socialist who ranted against the possession of great wealth, and advocated equal distribution.

Carnegie cut the speaker short by asking his secretary for a statement of his holdings, at the same time looking up the figures on world population.

When the statistics were ready, Carnegie figured for a moment. Then he said to his secretary: "Give this gentleman 16 cents. That's his share of my wealth."

"You were brought in here for drinking," lectured the police sergeant to the inebriate.

"Thash mighty fine, Sarg," replied the culprit. "Lesh get started."

What Is Deficit Spending?

By Fred G. Clark and Richard Stanton Rimanoczy*

YOU and the people who work under your direction (and look to you for thought-leadership) may not consider yourselves affected by the situation when you read that the Federal Government is faced with more "deficit spending." But it has a temporary or permanent effect on every man, woman, and child in America.

Deficit spending is also called "borrowing from commercial banks" and "monetizing the national debt." Actually it amounts to this: The Government is either unwilling or unable to tax or borrow from the people enough money to pay its bills; so it causes the commercial banks to *create the extra money it needs*.

This process is not to be confused with Government borrowing from the people—the actual sale of bonds to private individuals or corporations. The thing we are talking about is the creation of *new unearned money*.

You might say, "That's all right with me. At least I'm not being taxed." But it is *not all right* with you because you are *being taxed*. This amounts to secret taxation through secret devaluation of the money.

Here is the way it works . . . The new unearned money spent by the Government has the same effect on our daily lives as if a counterfeiting ring were to print paper money in some basement and go out and spend it. Or, using another illustration, as if you were to bring your own poker chips to a game and use them without paying in any money. When the game was over, your "free" chips could not be told from the "good" ones, and *all the chips* would be worth less than the other players paid for them.

That is what happens to all the earned dollars in the people's paychecks when the Government spends these legalized counterfeit dollars: All dollars become "worth" less because they buy less.

The fact that these dollars are not actually *paper money* makes the whole thing difficult for most citizens to understand. These "deficit dollars" take the form of "checkbook money"; that is, the banks accept Government bonds, put them in their vaults, add the face value of the bonds to the banks' assets, and issue a "deposit" slip to the Government.

The Government can then write checks up to the amount of the "deposit," using the money just as if it were actual currency.

Actually, the "deposit" issued to the Government is not a deposit in the sense of the word you use it: When you make a deposit, you put *earned money* in the bank; when the Government makes this kind of a "deposit," it merely puts an I. O. U. in the bank. The process is exactly the reverse of what you must do to receive a deposit.

To get a simple picture of what this added money means to the people, we need only remember a simple principle of the market place: *The total selling price of the goods and services for sale equals the total supply*

of money seeking to buy them.

With this in mind it is not surprising that the price of most things has approximately doubled since our money supply has doubled. In 1942 America had a money supply of about \$80 billion: In 1948 the money supply was \$170 billion. That is why "low priced" automobiles now sell for \$1,700 instead of \$850, and shoes for \$7.00 instead of \$3.50.

You might say, "Well, what's the difference; wages are twice as high, so we break even." But you *don't* break even because the number of dollars in your savings, your life insurance, and any bonds that you might own, do not increase with the supply of dollars.

It is true that you, as an employee, can demand and get a raise when Government deficit spending makes prices go up, but how about the millions of people who no longer work and who have retired, believing that their savings and insurance were enough to take care of them in comfort? There is nothing *they* can do about it except go on relief, and you and the other people who work are taxed to supply that relief money.

There is nothing new about deficit spending. It is the oldest of all political devices to hide from the people the true cost of their government. It saves the government from the necessity of irritating the people by *openly* raising their taxes.

As a matter of fact, if the Government (or somebody else) would explain to the people that deficit spending is *worse than taxes*, the people would be *willing* to be taxed "*in money*" the full cost of the things they agree that the Federal Government should do. We say taxed "*in money*" because, either way, the people are taxed in goods and services, which are the real measure of taxation.

In case this idea appears complicated, just remember that the important thing about taxes is *not the money that the people give up*: It is the *goods and services that the Government buys with money*, leaving less in goods and services for the people to buy.

Now, it doesn't help the people any to be allowed to keep more of their money if that money will not buy any more goods and services. If the Government is going to take X% of the goods and services away from the people, it might as well take X% of the people's income in taxes: It would not cost the people any more goods and services, which, after all, is the true measurement of their material welfare.

And rather than resort to deficit spending, it would be better for the Government to print up paper money because paper money is just as good as phoney bank "deposits"—*even better because it does not require the payment of interest.*

But as long as deficit spending seems to be nothing worse than a magic charge account that never has to be paid, it will be popular both with the tax-weary people and the tax-wary demagogues.

* Respectively general chairman and program director of the American Economic Foundation . . . —No. 6 in MANAGE Series of Economic Treatises

Fact and Opinion

By The Editor

WHAT'S THAT, Mr. Green? . . . If UP news wires and DAYTON'S DAILY NEWS of December 4 are to be credited, it appears that AFL President Green has contracted welfare-statism and is broken out all over with it. We were a bit shocked to read this news report:

U. S. WELFARE STATE ASSURED—GREEN

BEDFORD, England, Dec. 3.—(UP)—AFL President William Green told British Workers today that American labor will succeed in establishing the welfare state in the United States.

Speaking at the opening of the Industrial Orthopedic society's first rehabilitation center, financed by the AFL and CIO, Green said "you have made great progress in the work of health and social services, and we are working to that end in our country."

"The reactionary press of our country call it all socialized medicine and charge us with trying to change America into a welfare state."

"I say that we should rather have it as a welfare state than a Wall Street state. I am confident. We have faith and we know we shall succeed."

When he says "we", we assume he uses it in the editorial sense, meaning "I". As we reach in our pocket these days, change is a bit scarce. However, we'd like to bet two-bits that AFL men would not trade lots with austerity-ridden British workmen today, even with the extra pill and blinkers thrown in. But then, maybe Mr. Green has been presented to the king.

WE SALUTE Joe Folks . . . and The Wise Owl Club . . . Joe Folks is a man you should know. Joe is a grinder in American Car and Foundry's St. Louis Foundry.

One day, just about 2 years ago, a jagged chip of steel ripped itself from a whirling wheel, and tore straight at Joe's left eye. He had no time to duck. No time to even blink. It happened split-second fast!

If Joe hadn't been wearing his safety goggles, he'd have lost his eye sure—lost his priceless sight. It was close. So close it started Joe thinking . . .

The Army Air Force started a Caterpillar Club for men who had saved their lives by using a parachute. Why not a special club for men who had saved their eyes by wearing safety goggles? So Joe wrote to his boss, explaining his idea.

The management of American Car & Foundry went for the idea at first sight. Joe's club was given a name—the Wise Owl Club—and silver pins, showing an owl wearing goggles, were designed for members. It was an overnight success!

Soon, other companies heard of the

A.C.F. Wise Owl Club—the club Joe Folks started. Its fame quickly spread to 132 plants in 31 states. Already 640 employees, whose vision has been saved by eye-protection devices, have qualified as Wise Owl Club members. Total employee enrollment in the 93 plants is 169,378. Most important, the saving in human suffering and misery, not to mention medical and other costs, is incalculable.

Today, the Wise Owl Club is sponsored from coast-to-coast by the National Society for the Prevention of Blindness, 1790 Broadway, New York 19, N. Y. The society welcomes inquiries regarding establishment of local chapters in plants and vocational schools throughout the country.

We know that the men at A.C.F. are proud of their part in the success of The Wise Owl Club. It is another example of the teamwork that is so essential between the men who sign the paychecks, and the men who receive them—all working together for the welfare of all.

We are indebted to F. H. Humphreys, assistant manager, Property Department, American Car and Foundry Company, and to the editors of A.C.F.'s WHEELS for this up-to-now review of Joe Folks' Wise Owl Club. Are eligible people in your plant members?

OUR news roundup finds a new book "To the Moon and Halfway Back" authored by a former member of the Talco Management Club, **Colonel Roger Q. Williams** (Newsphoto Publishing Co., San Angelo, Texas). "Congrats!" . . . **Lockheed Aircraft Corporation** of Burbank, Cal., and its labor union (International Assn. of Machinists) cited for their cooperation in labor-management relations—a 12-year peace record—by the National Planning Assn. studying "causes of industrial peace" . . . **Zone H (NAF) Vice President Bill Landis** of Briggs Manufacturing with a new inter-zone director news letter "Hot Off The Griddle"—and it's sizzling with pep, big plans. . . **You have just bought** a whale of a lot of corn around the country which the Federal State is storing in hastily erected storage. You paid for it, but nobody is going to ask your instructions on what to do with it. . . . Some score of **new National Association of Foremen directors** orienting themselves in policy and practice at Dayton headquarters—tossing in new ideas like a battery of rivet machines—Dr. Levy grinning complacently about it just like a Bernie Hodapp with another litter of new neckties. At the orientation dinner, when a couple hours relaxation were

in order, **National Tube's McGettigan** (McKeesport, Pa.) carved himself a place among the immortals of stag-story fame when he dramatized one that literally "wowed" the boys. . . . Letter from a Houston banker to our good friend and contributor **Fred Clark, chairman of American Economic Foundation** from which we quote: "I want to congratulate you on what you are doing for New Zealand. I am continually hearing from that country and I think that if you wanted the job of running it—after the crack-up—you could get it." From our information, what Fred Clark did to help the New Zealand boys toss out socialism is an achievement worth shouting about.

MORE library subscriptions are authorized this month by the Tulsa Management Club and our thanks go to them for gifts to the following: Oklahoma A & M College, University of Tulsa, Tulsa Public Library, and the libraries at Central, Will Rogers, Webster, and Booker T. Washington high schools.

We, the Readers

Editor:

I read your recent staff letter that you have complaints that—"You have to be in Aviation to get anything in MANAGE".

This statement affords an opportunity I have long wanted to publicly congratulate the NAF on the excellent and very educational magazine that MANAGE has turned out to be.

Our club, which has just won the National and Zone "A" awards, has had very fine cooperation in acceptance of our material in MANAGE. I also know that with over 300 clubs it is no small matter to find space at all times.

It has been our experience that when we have beaten the deadline, we have usually found our material in print. When we have been late, we have just missed the boat.

I am sure everyone must realize that a magazine with national distribution must of necessity demand that its contributors have their material in on time. If everyone will cooperate in this way I feel sure they will see most of their material in print and MANAGE magazine will continue to be as it is, the finest Foreman's periodical in the United States.

GRAYSON ADMINISTRATIVE CONFERENCE
Joe McMillan, Chairman
Publicity Committee

P. S. The Grayson Administrative Conference is not in the Aviation Industry!

They're ready to go . . . in Kokomo

MANAGE January 1950

Human Relations



and the art of MANAGING

Edited By

Dr. William Levy

Every man, at the bottom of his heart, wants to do right. But, only he can do right who knows right; only he knows right who thinks right; only he thinks right who believes right.

Answer Please

Question—Our Club has been asked to co-sponsor an entertainment activity with members of the factory union for all employees and their families. Do you know of any other clubs who have done this and do you have any suggestions on how it might be handled?—J. C. (Indiana)

Answer—A number of clubs participate in company picnics, bowling programs and the like where all employees are involved and on occasions will co-sponsor them. This is in addition to their club-sponsored Ladies Night, Christmas parties, etc. However, I don't know of any specific cases similar to the one you mention.

Since you are meeting in a newly constructed civic gymnasium, perhaps you can appeal to the community and civic pride of the people in your company and point out that any actions which they take will reflect on the company in the eyes of the public. This could be discussed at a preliminary meeting of the Planning Committee who, presumably, would be made up of representatives of the club and the factory union. As a further precaution, you might have a Committee of men from the club and the union who would act as sergeants-at-arms appointed to insure good order. They might be ushers.

If an agreement could be reached by the Planning Committee that drinking and smoking would not be permitted in the gymnasium this could be made known in a nice way when the employees are invited.

I think a great deal of the responsibility for good behavior will rest on the club members themselves. They will serve as an example and you can control this portion of it I am sure.

Further, I feel that a great deal will rest in the attitude of the club members to the union members and vice versa. If, by your actions, and speech, you show that you think a fellow is okay, the chances are that he will be okay. If you show that you are suspicious and distrust him, he acts the same way.

Question—I am seeking information pertaining to safety, and I am writing you with the hope that you will advise me in this matter. Do you have available any article on safety in industrial organizations which would be of use in connection with a conference program for foremen?—J.J.C. (Kentucky)

Answer—I have checked our file and believe that the enclosed material, taken from a previous conference conducted on the subject "Safety is an idea—Here's how to sell it" may prove valuable to you. This particular session was conducted in California in 1947 at our Annual Convention and the men who contributed the ideas were A. J. Martinson, safety director, California Petroleum Board, Inc., Los Angeles; Col. Frank C. Lynch, Mgr. Los Angeles Chapter, Natl. Safety Council, Los Angeles; Wayne G. Kenworthy, safety engineer, Pacific Car and Foundry Co., Seattle, Washington. The enclosed is a summary of their comments.

Question—Our club enjoyed the Movies "Strange Interview" and "In Balance" and have scheduled one movie for this year's program.

We would like to get another one that will run about an hour. Could you recommend one that is as outstanding as the two mentioned?

I would also appreciate some general information on sources of movies for our use if you have this information readily available, (don't go to any trouble for this last request however, as our main desire for this year is one top-notch movie).—R. F. H. (Mich.)

Answer—Apparently you enjoyed "Strange Interview" and "In Balance" so I would suggest that you might contact the General Motors Corporation,

Department of Public Relations, Detroit 2, Michigan and make arrangements for obtaining the film "Open Door" which dramatizes the role a foreman plays in the present industrial organization.

Since you asked for only one I suggest it, but, you might be interested in the film "Three to be Served", an excellent film which dramatizes the economic principles that can produce better living standards for all.

There is no cost for either of these films except transportation.

"Three to be Served" can be obtained from the Motion Picture Editor, National Association of Manufacturers, 14 W. 49th Street, New York 20, New York.

I am also enclosing a copy of our "Film Aids" which provide information regarding films for foreman club meetings.

Book Reviews

EMPLOYEES ARE PEOPLE
By Harry King Tootle

(Reviewed by Walter W. Beinhart, Formica Foremen's Business Club, Cincinnati.)

IN the words of the author this book was written for the edification of all people connected with any business, regardless of their rank, in order to give them a better understanding of the problems of management and how to overcome them. More specifically this book would be of the greatest value to the neophyte who is just about to plunge into the maelstrom of a Personnel Department with no previous experience in that field. The book attempts no technical explanations but rather delves into the every-day problems of personnel work in simple down-to-earth language.

To the reviewer the most significant statement in the book concerns foremen and should be of particular interest to the readers of this magazine. Mr. Tootle says in reference to foremen and grievances: "He is the primary personnel director, handling human nature where trouble originates. By his skill and tact and disciplinary power he can smooth the molehill before it becomes a mountain." That statement contains a world of truth and is one many management men know, but too few appreciate and utilize that knowledge to the fullest extent. If time does not permit one to read the entire book, Chapter XVI, FOREMEN, at least should be required reading for all foremen and other management men.

"Employees are People" approaches the subject of Personnel Work from a refreshing angle. It is humorous enough to keep from being boring; yet the

- Questions & Answers
- Book Reviews
- Club Helps
- Calendar

19 experts point the way to

MORE EFFICIENT FOREMANSHIP

THIS is an authoritative reference book planned and written solely for the foreman. It emphasizes the kind of practical information a foreman needs in his work. Its purpose is to help the foreman make the most of his job and develop it beyond the point at which he took over.

It's concise—it's meaty—it's full of how-to-do-it tips and suggestions. It's boiled down to the hard facts the foreman—and the man of "foreman caliber"—want.

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SECOND EDITION**
Includes a brand new section on the eleven basic principles of work simplification, written by Clem Zinck.

THE FOREMAN'S HANDBOOK

Edited by Carl Heyel,
Staff Associate, National Foremen's Institute
Assisted by 18 specialists

463 pages, 5 1/2 x 8, \$4.50

ON every page of this book you'll find the sound, reliable viewpoint of the "man who knows his stuff" and has proved it . . . the RIGHT answers to the foreman's problems based on proven experience in representative plants throughout the country.

Let HEYEL and 18 top-notch specialists explain . . .

- what to do about job evaluation and merit rating
- a "plan of attack" for solving some particular problem that is holding up production
- what other companies are doing to get better quality control
- the latest tested and proven wrinkles in planning and scheduling
- how other foremen meet the pressing "training" problem
- the 18 reasons for poor workmanship, plus a case study in quality improvement in the Springfield plant of Westinghouse Electric.

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principles set forth are well-worth the reading of anyone interested in sound industrial relations

THE LAW OF INTELLIGENT ACTION

By William J. Reilly

(Reviewed by John B. Furr, Ethyl Management Club, Baton Rouge.)

THIS book arranges and condenses a mass of theory into a practical guide for the ambitious executive who is seriously interested in increasing his effectiveness. In the first part, the law of intelligent action is defined in a simple and concise manner. After that the reader is led through illustrations of the use of the law.

People can be classified, under this law, into seven groups as an aid to understanding them. The chapter on fears is thought-provoking, as is the one following on analyzing jobs. Less interesting writing follows on the selection and training of employees.

The book is fairly short and makes easy reading, but the fun comes in applying the law of intelligent action in one's own environment. Recommended for the person who fits the description in the first sentence.

PUBLIC SPEAKING AS LISTENERS LIKE IT

By Richard C. Borden

(Reviewed by J. R. MacDonald, United Air Lines Supervisors' Club of Northern California, South San Francisco, Calif.)

THIS little gem is a must for supervisors or foremen who have the occasion to say a few words. It's equally valuable to the supervisor who may be called upon to conduct a conference or to speak before a local service group.

It's a little book—only one hundred pages—but in those one hundred pages are many helpful suggestions, examples and down-to-earth advice for the nervous speaker. If you have a tendency to be nervous, consider Mr. Borden's suggestion. He says, "Nervousness is the penalty we pay for being a race horse instead of a cow." He doesn't advocate that you attempt to conquer your nervousness but, rather, suggests that this vital electric charge be used in expressing yourself effectively.

The book isn't written in textbook style. The four laws of pleasing a listener are well defined. The examples of what to do and what not to do are presented in a concrete, practical manner and will be long remembered by the reader.

The next time you pick up the NAF Book Guide to our Traveling Library, remember "Public Speaking as Listeners Like It." You will be a better speaker for having read it.

It's great to be great, but it's greater to be human.

Calendar

1950			
Jan.	6	Management Development Institute (West Coast)	Los Angeles, San Francisco, San Diego, Portland, Seattle
Feb.	3	Industrial Management Conference	Pittsburgh
Feb.	6	NAF Seminar	Dayton
Feb.	20	Management Development Institute	Syracuse
Mar.	16	Board of Directors Meeting NAF	Kansas City
Mar.	20	Management Development Institute	New York
Apr.	3	NAF Seminar	Dayton
Apr.	17	Management Development Institute	Cleveland
Apr.	22	NAF Regional Conference	Springfield, Ill. Pittsburgh
Apr.	24	NAF Seminar	
May	8	Management Development Institute	Pawtucket
May	22	Management Development Institute	Chicago
June	12	NAF Seminar	Dayton
July	10	Management Development Institute	Fort Worth
July	24	Management Development Institute	Huntington
Aug.	7	NAF Seminar	Dayton
Aug.	21	Management Development Institute	St. Louis
Sept.	11	Management Development Institute	Toledo
Oct.	9	NAF Seminar	Dayton
Oct.	23	Management Development Institute	Dayton
Nov.	6	Management Development Institute	Knoxville
Nov.	20	Management Development Institute	Chicago
Dec.	11	NAF Seminar	Dayton
Dec.	15	Management Development Institute	Pittsburgh
Feb.	10	NAF Executive Committee Meeting	Dayton
Mar.	11	NAF National Bowling Tournament	Detroit
Mar.	16	Amer. Society of Training Directors	Chicago
Apr.	1	Greater N. Y. Regional Conf.	New York City
June	8	NAF Board Meeting	Asheville, N. C.

Club Helps

"KNOW YOUR COMPANY"

Here is a suggestion that was brought to our attention on how you might get your management men to know more about the functions of the company. It is a reprint of an article that was published in the Wall Street Journal Detroit Bureau:

How can management men in a big manufacturing organization be induced to learn the functions of departments other than their own?

The Packard Motor Car Company came up with one solution by giving prizes at the annual outing of its management group for the best answers to a 200 question quiz on the company's activities and policies.

E. M. Blackledge, an instructor in Packard's industrial relations department, won top prize by turning in the only perfect score. Nine others among the 334 contestants won prizes with scores of 89 percent or better.

(Continued Page 31)

Labor Relations

Edited By

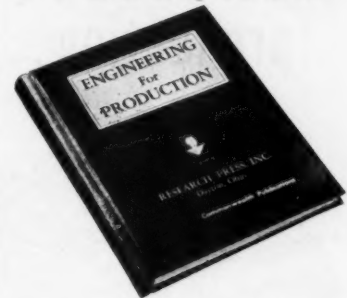
Charles A. McKeand



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easy to use

The book itself is large (8 1/2" x 11") spiral bound (lies perfectly flat) and sturdily covered in flexible fabricoid to stand the frequent reference use it will get. It covers 2000 important subjects, contains 250 design drawings and tables expertly organized.

author

Walter Ernst, Director of Engineering, Commonwealth Engineering Co., noted engineer and author, assisted by members of Commonwealth Engineering staff, a leading consulting engineering organization.

price: \$10.00

J. B. Calva, chief engineer, Minneapolis, writes, "We want to compliment you on the selection, arrangement and presentation of the subject matter, and anticipate using it continuously." Edwin A. Boyan, asst. prof. Business Management at M.I.T. says, "This work is excellent and your organization has performed a service to the engineering profession."

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AS Amos of Amos and Andy once said, "No wonder Solomon was the wisest man in the world. He had a thousand wives bringing in the news every day." The supervisor, if on an amicable basis with his group, should pick up "a lot of news" as to worker thinking on union matters. And by the same token, if the supervisor is informed, he can give out a lot of facts where they will do good, and thus help in bringing about a better understanding of management problems. There must be a better understanding if there is to be a better climate for the development of better employer-union relations.

It shall be the purpose of the writer in this monthly reporting to try briefly to report on and interpret a few important current events and decisions in the labor field.

Major Union Conventions

The recent AFL and CIO conventions, to a certain degree, point up the programs of the two largest unions for the next year. Both unions promise vigorous activity on the political front.

AFL-CIO . . . The AFL is for labor unity. CIO will be busy creating unity within its own ranks for the next year or so.

Watch for CIO drive for union label. Both unions will push for labeled merchandise.

AFL . . . The AFL launched a drive to add 1,000,000 new members to the claimed 8,000,000 already enrolled; endorsed an all-out political drive to elect a favorable Congress, with the Taft-Hartley law the chief target; endorsed socialized medicine; expounded social-security, federal aid to education, federal public health program and housing aid for middle income brackets.

The AFL Labor League for Political Education is mounting a campaign for \$2 from every member, the fund to finance establishment of leagues in each of the 435 congressional districts in the country. Object: to "retire" unfriendly senators and congressmen and members of state legislature. Will use daily local and national radio broadcast; also organize house to house canvass in every precinct.

CIO . . . The CIO convention was more spectacular because of the fight over communist dominated unions. The 430,000 member UEW was ousted; a fact finding board was established to study the leadership of other CIO

units as to their communistic leanings (the board has since begun its investigations). National CIO income loss will be regained by an increase in the international per capita dues from 8 to 10 cents.

This communist ousting climaxes a long internal struggle, the result of communist infiltration and the virtual capture of several large units. The split was patched over during the war but soon thereafter internal ruckus blew the patches and the "rightest" maneuvered the "leftest" out. This does not mean the CIO has become conservative—it is all relative. The CIO is wholeheartedly back of the "Fair Deal".

Current Passion For Pensions

The subject is on everyone's lips; on the union leaders, because having reached the economic ceiling on wages, the subject of pensions gives something more to bargain about; on the workers because it is another peg in the mysterious term "security"; on the politicians because it gives impetus to the movement for more government hand-out; on management's lips because it poses almost impossible financial and economic hurdles.

Let's review briefly: Retirement plans are historic in many companies—approximately 4,000,000 employees were covered by Bureau of Internal Revenue approved plans prior to the present hub-bub. Incidentally a majority of these plans have been established since the erection of the Federal Security structure.

The "fringe issues" of war days finally emerged as full-blown demands in "package form" in 1947.

The issue was drawn in the Inland Steel case in which the NLRB ruled in effect (U. S. Supreme Court subsequently refused to review—tantamount to an approval) that pension and retirement plans are properly subjects for collective bargaining as affecting wages and working conditions.

In another almost similar NLRB decision, group insurance plans have also been brought into the "must bargain on" category.

Note: The Inland Steel decision does not require a company to accept a union demand for pensions or other benefits. The company is required only to bargain in "good faith".

In the steel case, the Presidential-appointed Fact Finding Board recommended a program, but with the suggestion that there be bargaining on the facts and merits of each individual

A note on Abrasives

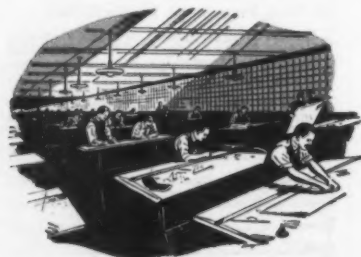
Improved Abrasive Tools help step up production...cut costs



New production efficiencies and economies are being realized almost daily as a direct result of technical advances in abrasive products. At The Carborundum Company these improvements do not just "happen." They are derived from a carefully formulated program. Product Development... an important activity here... pools specialized knowledge, experience and skill. It probes into the performance of present products... seeks

and finds possibilities for doing the job better. It examines and compares the action of bonded and coated products under every conceivable production condition. It studies and restudies technical advances in machines and methods. CARBORUNDUM'S development staff turns up ideas that can be incorporated into new products as well as better ways of using present products. Both are important to produc-

tion management. As a user of abrasive products by CARBORUNDUM, you receive the direct benefit of all advances in product development. This—together with abrasive engineering and other services—offers another reason for specifying and buying abrasive tools produced by CARBORUNDUM... the leading name in abrasives. The Carborundum Company, Niagara Falls, New York.



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Engineering News

ON ABRASIVE PRODUCTS

Belt Backstand Idler Techniques Effect Operating Cost Reduction

Substantially increased output, lower unit costs and improved finishes are influencing more metal working plants to switch to belt backstand idlers for grinding and finishing flat and contoured surfaces of both small and medium weight pieces. In many factories where set-up wheels were formerly used, conversion from 25 to 100% to the backstand technique has been effected. While these methods normally involve grinding speeds of 6500 to 7000 SFPM with glue-bonded abrasive cloth belts, speeds of 10,000 SFPM are being used widely today with resin bonded belts.

As a result of recent wide-spread experiences with belt backstand idler techniques, our trained staff of engineers is equipped to guide users in making the best use of this equipment. In all cases they are able to recommend applications and abrasive materials to meet your requirements.



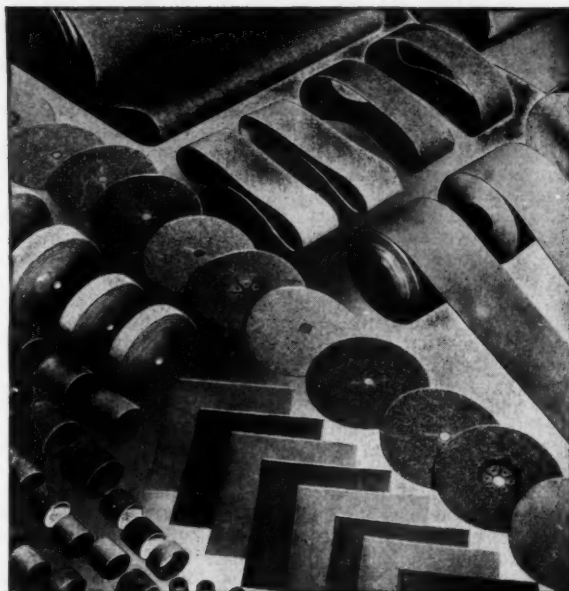
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Cylindrical grinding wheels including crankshaft wheels by CARBORUNDUM are engineered to provide the tools required for maintenance of efficient production rates, rapid stock removal and fine surface finish.

V11 bond represents the most recent contribution to this class of grinding. These wheels are designed with a *specific structural balance* which when combined with the proper grain size and abrasive type offers the following advantages to both operator and management:

1. Cool and free cutting characteristics promote more efficient production of superior finishes and close tolerances. This is of great importance in operations involving both OD and shoulder or face grinding.
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case. The report did not contain a recommendation that its suggestions be a blanket for all industry.

The settlement in the various steel cases do not result from continued collective bargaining in good faith but from the union's construction of the Fact Finding Report and an immediate economic strike in which government pressure and public ill will was expected to and did play a part. In the whole affair we have an example of politics as played by union leaders.

The prairie fire now rages—its hot flames suggest these questions: What happens when a company goes broke? What is the position of a pensioner as a creditor when his company becomes bankrupt? Pensions put employers into the annuity business—will they be subject to regulation from insurance laws? How can such liabilities be computed? Will companies have to state pension liabilities in financial statements? Where is the small company in the picture?

Many companies cannot afford the financial burden, yet they face economic pressure of the union.

There can be no set pattern—age groups, sex, turnover, seniority provisions, all affect the actuarial determination as to "how much per hour" will provide "how much at retirement" for each plan.

Both employers and employees will soon be faced with determining their individual stand on the question of larger and more embracing Federal pension plans . . . or be content with pensions of a kind and character which are in keeping with the economic status of the individual company regardless of what plans may prevail in other companies in a given area or industry.

The drive for uniform pension places the employer under terrific economic pressure to meet and comply with international-union standard plans. Individual employees face the problem

of perhaps feeling that their economic future lies with continued employment with their present employer under his pension plan, although there may be a feeling of personal dissatisfaction over working conditions—the long range view causes them to stay hitched for fear of losing the benefit of an attractive retirement program.

Many questions are involved, such as wage costs, employer and employee contribution, funding, coverage, eligibility requirements, vesting, integration with Federal social security, adequacy, rights of stockholders, rights of employees.

Lastly all employees can never share equitably in private pension plans, even if all plans were figured on the same actuarial basis. Only strong companies can possibly live under such a plan and there is grave doubt that the agreed sum per hour can, through the changing fortunes of business cycles, meet the pension requirements.

Incidentally, an actuary working on the U. S. Steel case projected his figures into a hypothetical structure to cover the entire American work force. It developed that a fund of \$55,000,000,000 would be required from American business. Financial techniques have not been developed adequately to handle such a fund.

Interesting Decisions

INTER-UNION STRUGGLE . . . Federal court refuses to take jurisdiction of action filed by UE Union under Sec. 301 of LMRA for injunction restraining (1) Employer from recognizing newly-formed IUE and (2) Latter union from representing employees, since action involves "labor dispute" which may not be enjoined because of Norris-LaGuardia Act, and Sec. 301 permits money judgments alone. (Durlis et al v. Phelps Dodge Copper Products Corp., D.C.N.J., Nov. 28, 1949, 25 LRRM 2089.)

YOUR MOTIVE MR. EMPLOYER . . . Employer must restore 45-hour work-week (cut to 40 hours) and reimburse employees for

overtime lost. NLRB trial examiner holds on ground employer reduced workweek to discourage unionization. (Westinghouse Pacific Coast Brake Co., No. 20-CA-163, Nov. 29, 1949.)

WHO ME? . . . Supervisors may not be discharged for refusal to perform production work during rank-and-file strike. NLRB rules under Wagner Act. (E. A. Laboratories, Inc., No. 2-C-6259, Nov. 28, 1949.)

CUSTOMER RATES "ZERO" . . . Question on orders for customer against whom fellow union members were striking constituted violation of Labor-Management Relations Act must be decided by NLRB and not by arbitrator in his award. (Kay Manufacturing Corp., 13 LA 545.)

INDIVIDUAL EMPLOYEE BOUND . . . Individual employees as well as union officials are parties to collective bargaining contract and bound by its provisions, states arbitrator in holding that employees' work stoppage constituted violation of no-strike contract clause, although stoppage was not authorized by union. (M. Singer & Sons, 13 LA 533.)

DON'T CROWD . . . Arkansas act forbidding "unlawful assemblage" at scene of a labor dispute has been upheld by U. S. Supreme Court in affirming convictions under the law. (Cole v. Arkansas, Docket No. 62, Dec. 5, 1949.)

AFTER-THOUGHT . . . Man-days lost due to work stoppages beginning in Oct. 1949 increased to 19,000,000, reaching the highest point since the February, 1946, strikes according to preliminary BLS figures. Number of work stoppages dropped to 250 for October, although 600,000 workers were involved. (LS 50-2095.)

IF BOSS GETS FRESH . . . a girl can quit her job without losing unemployment-pay rights. A Pennsylvania compensation review board has ruled that "improper advances" are a good cause for voluntarily quitting a job. So, it is allowing a \$16 a week payment to a girl looking for a new job—one without passes.

Judge: "Did you see that shot that was fired?"

Witness: "No, I only heard it."

Judge: "That is not sufficient evidence. You may sit down."

As the witness left the stand and while his back was turned to the judge, he laughed out loud. At once the judge recalled him for contempt of court.

Witness: "Did you see me laugh?"

Judge: "No, but I heard you."

Witness: "Insufficient evidence, Judge."



ANNUAL FUN NIGHT at Bendix Supervisors Club, South Bend. Shown with mike inside the ropes is Club Vice President Willis Van Derbeck, who had charge of the "Veep Nite" affair, ready to turn loose his popcorn and peanut vendors. Proceeds of \$67 went for Christmas presents for crippled children. In companion



photo, Bert Shurtleff, former intercollegiate football star and wrestler, puts on his famous act "Wrestling Revelations". (Other clubs interested in the act can contact him at Adamsville, R. I.) A "pug" who is quite talented, he's taught English for 20 years, is an author of some repute.

Supervisory Training

Edited By



Louis Lerda

THE decision to undertake to edit a department in *MANAGE* dealing with the training of foremen was not an easy one to make. My final decision was influenced by the memory of the calibre of men with whom it was my privilege to associate as a regional manager for NAF some years back. Then again there is a tremendous challenge in bringing to the 40,000 foremen who read this publication the story of what is going on across the country to improve foremanship.

The success of this department will depend more than ever upon the willingness of the many companies who are represented in NAF to tell what they are doing to improve their own foremen. It is hoped that every foreman and company official who reads this department will feel that he has an obligation to his profession to bring to the attention of all foremen the techniques which have helped him in his work. We would like to feel that this will be a coordinated effort to improve foremen everywhere.

Contributions Invited

"They read it . . . because they write it" should continue to be our slogan. Let's make this department the voice of "40,000 industrial managers" striving to improve foremanship in these United States. Your questions, suggestions and contributions will be anxiously anticipated and welcomed.

Foreman Position In '50's

As we look to the '50's the slogan "grow or go" becomes a significant challenge. There is much truth and much to think about in the statement, "Let me learn to know your foremen and I will tell you what kind of a company you have." Not only do we hear repeatedly that the foreman (supervisor) is the "key" man in the organization but for the first time the law (Labor-Management Relations Act of 1947) attempts to define who the supervisor is. He will have to assume responsibility for that important role and its sweeping implications.

More than ever, workers are looking to their foreman for counsel, guidance and leadership. Every company also looks to the foreman to maintain efficient production, to increase output, improve quality, reduce costs and to build friendly and cooperative relations with employees. In short the foreman is faced with the

challenge of producing more, of higher quality, but at lower cost, while operating a minimum number of hours under higher wages. He can accomplish this only if he knows his job—if he is well trained. There is only one answer to the question "Are foremen born or made?" They are made.

Successful business is not based upon the manipulation of stocks, machines, or statistics by someone at the top with superior brains but rather as James Mason Knox said on the everlasting teamwork of every bloomin' soul. Ordinary men have become extraordinary because they have coupled with common sense, vision, honesty and an understanding of human nature.

The attitudes of employees toward their department, their company and its policies will most certainly reflect the effectiveness or lack of it on the part of their supervisors.

To the worker his boss is management—the company. He either speaks of "my boss" with confidence, respect and loyalty, or with contempt, derision and sometimes hate.

The modern supervisor is a leader. As one foreman aptly expressed it, "the whip is gone." The supervisor is no longer selected because he is the "bully" of the gang; he is selected because he shows that he possesses the ability to get others to work with him willingly, under his direction. We mechanic does not always make the know from experience that the best best foreman.

The art of supervising effectively requires skills which can be learned. For the foreman to be of the greatest value he must:

1. Have a complete and thorough knowledge of his responsibilities.
2. Maintain quantity and quality production at minimum cost.
3. Be a good manager—plan his work effectively, budget time between men, materials and management, know how to delegate responsibility and when to assume authority.
4. Maintain good employee relations through knowing how to deal with people, understanding their capacities and personal characteristics and winning their respect and confidence.
5. Be able to train workers, both

new and old, to perform new operations demanded by rapidly changing conditions.

Training "Program"?

The foreman's job today is too complex to depend upon experience alone to make him a leader. Experience, alone, is the "trial and error" method and is more often than not the most wasteful and expensive way to develop a good foreman. The combination of experience with planned, directed training is the most effective method.

The training pattern for developing and maintaining a highly skilled supervisory force must be carefully planned to provide for present needs and to anticipate future needs. To meet these requirements it must be a long-range program which will make provisions for training from the moment an individual shows leadership ability to the time when he steps into an executive position.

Particular consideration should be given to the term "program". A company may have foreman training but yet not have a foreman training program. That has been the criticism of much of the foreman training—it has been of the shot-in-the-arm with very little purpose or planning.

The fact that you have some foreman meetings in your plant does not mean that you have a foreman training program. Unless you have a plan for training foremen based upon needs and designed to improve him and eliminate his shortcomings you have foreman training but no foreman training program.

To have a program you must train according to a plan with definite goals or objectives and with fixed responsibilities for scheduling meetings, selecting subject matter, and providing qualified leaders. In short, the training must fall into a pattern or plan where the ultimate goal is improvement of supervision in the plant. Just as you cannot make a cake by just throwing together ingredients without knowing proper proportions and se-

We Train Foremen Because—

- It helps them produce more efficiently
- It builds and maintains good employee relationships
- It helps us run the business more efficiently
- It is the vital link in our employees' ability and will to produce
- Improving supervision is the best and most lasting way to reduce costs of operation

quences to use, so you cannot improve foremen or say you have a foreman training program when all you do is throw together a miscellaneous assort-

ment of topics and hold meetings. You have a foreman training program when

1. Management considers training to be one of its major functions.
2. You have a long-range plan which makes provision for the individual foreman to share in planning his own development and discovering his own weaknesses.
3. The foreman is developed through a proper "apprenticeship" — a long-range program that starts him on the road to successful foremanship, carries him to the peak of his capabilities and then maintains his effectiveness.
4. The training is practical and the knowledge learned easily applied by the foreman to his job.
5. The training provides him with constant and up-to-date information about company policies, the union contract, the latest legislation, and the latest developments in the field of management.
6. Provision is made in the program to provide him with those techniques for dealing with people and understanding human nature which will make him strong in the human relations side of this job.
7. Help is given him through carefully planned training to reach full development and grow as a managerial prospect.
8. The training is fully understood by and receives the full support of every level of management. Top executives show this understanding and support by taking an active part in the program.

Whether or not you should have a foreman training program is not a matter of size of company. Too often we think that training is a luxury which only the large companies can

afford. We will attempt to disprove this thinking by bringing to you examples of training programs from small companies as well as large.

Improved Supervision Pays

If, as all signs seem to indicate, the 50's will be more competitive than ever, improved supervision will often be the difference between failure and a profitable operation. Through improved supervision any company can expect—

- Deduction of waste from rejected parts and scraps
- More cost-consciousness on part of employees
- Improved methods
- Improved worker attitudes
- A more efficient management
- Less grievances
- Improved product quality

These represent very modest claims. More attention to developing a good foreman training program might prevent such accusations as—

- "The workers in our company don't dare do good work for fear of arousing the jealousy of their department heads, who will think they are after their jobs and will fire them."
- "We turn in a lot of new ideas for improvements but the boss refuses to admit where he got them even though he has used a lot of them and they have kept him going."
- "After 40, it doesn't make any difference how hard you work, or how much ability you have, you never get anywhere."
- "We soon hear about any mistakes we make but the boss hogs all the credit if something good is done."
- "If you don't have "pull" you get nowhere around here."



Lucky Mrs. J. O. Stoner receives corsage of roses from A. V. Wallace, president of the Nashville Avco Management Club, at annual dance. Social activities are but a part of the club's busy program. Long noted for its participation in civic affairs, the organization conducted the plant Community Chest solicitation this year. For this performance, the club was publicly commended by the Nashville Community Chest general chairman.

- "If you're a good "politician" you can get promoted but if you just do your work and keep quiet you never get ahead."

Read & Grow

Worth Reading:

EMERGENCE OF A NEW MANAGEMENT ERA—Lawrence A. Appley in "Personnel"—May 1949, p. 428.

LET'S BE HUMAN, an easy to read book by John L. Beckley—published by Duell, Sloan & Pearce Co., New York.



DEEP DOWN—Members of the Armco Fabricating Foreman's Club visit the Armco Steel Corporation Mine at Montcoal, W. Va., as guests of the Armco Mining Division Foremen's Club. Watching a cutting machine in operation (left to right) Paul Doebler, Jack



Reynolds, Marion Kerschner, Dennis Mooney, Wilford Wells, Woodrow Essig, Victor Bradley. In picture showing shuttle car discharging on belt line (left to right): Bronson Keneda, Lacy Mitchell, Paul Doebler, Woodrow Essig, J. Reynolds, W. Wells.



BEST WISHES TO NAF-MEN EVERYWHERE say these "FORE MEN" of DAYTON—One of the nation's top industrial quartets, their engagements in season run two to three a week. In their inimitable way and far more than most realize, they spread the idea of the foreman-management club activity up and down America. Shall we say, in turn, "the best of 1950 to you boys (from left) Chet Boren, Russ Oliver, Don Porter, Ralph Pence?"

Management News

Economist reviews Britain's Dilemma at G & L Club

Fond du Lac, Wis.—Dr. Melchoir Palyi, internationally known economist from Chicago, addressed the G & L Staff Club of the Giddings & Lewis Machine Tool Company here November 12. Dr. Palyi discussed the devaluation of the pound—stated that Great Britain's action resulted from demands by the U. S. that she "get her financial house in order" or lose future economic aid such as that offered through the Marshall Plan. The economist said he did not advocate devaluation and that Britain's Sir Stafford Cripps did not favor it.

"Imported articles are all going up and soon the margin of devaluation is all used up" Dr. Palyi declared. He said that England is in a very serious situation—that Tory or Socialist will have to tell the laboring man that the economic Utopia he is demanding is not forthcoming. He predicted that Britain will be back in an "extraordinary crisis that will affect the whole Occidental world" in another six months.

He declared that the Briton has a revolutionary attitude right now—that he wants everything the American labor man has—that his emotional, revolutionary feelings at present compare with those that resulted in the Russian Revolution in 1918 and the rise of Nazism in 1933.

Dr. Palyi said devaluation in the United States is unlikely.

Vern Unger, club vice president, presided at the meeting, introduced new members Elwood Weaver, Russell Klinger, Jack Hollis, Charles Ownley, Ralph Ford, Thomas Sullivan, Guy Lingelfelter.

Guests included C. C. Akridge, Chicago, NAF promotion manager; F. E. Carney, personnel superintendent, Fred

Rueping Leather Company; Leo C. Jagdfeld, credit manager of same firm; Andre J. Perry, president, First Fond du Lac National Bank; Thomas Tobin, Tobin Tool and Die Company; Peter P. Weidenbruch, president, Damrow Brothers Company.

Mr. Akridge made the announcement that R. G. Commo, club secretary, has been appointed to the Board of Directors of The National Association of Foremen.—R. G. Commo.

Kawneer elects Grafford

Niles, Mich.—Russell Grafford was elected president of Kawneer Management Club at the annual election of officers November 8. Grafford replaces Gerald Goodenow.

Other officers: vice president, Harry Deitrich, succeeding Grafford; secretary, Fred Shouder, re-elected; treasurer, Archie Sorenson, re-elected; and board control member, Eric Johanson. New officers will take office January 10.

Program featured a talk by Robert W. Bowman on the Topic, "Industrial Engineering at Kawneer, or So You Don't Like Time Study." A question and answer period followed, after which motion picture films on sports were shown.—D. G. Starke.

New Crab Orchard Club

Herrin, Ill.—Crab Orchard Management Club held charter presentation meeting at the Lyman Hotel Marine Room on November 8. We had a very interesting installation and potential membership of about 70 were present. At present we have 50 applications and we believe the new club is going to be quite a success.



ON YOUR INDUSTRIAL DISPLAY NIGHT . . . "CONGRATULATIONS!" . . . to Rocky Mountain Foremen's Club (Denver). Exhibiting were 25 firms—attending were 500 who incidentally heard President Harold Silver (left) of Silver Engineering Company speak on "Industrial Denver". Event was clubs "Second Annual" Industrial Display Night. With Silver is Club President F. W. Tucker.



CRAB ORCHARD CHRISTENING—Charter presentation (and "Welcome, men") to Crab Orchard Management Club of Southern Illinois—on November 8 at Herrin, Ill. From left: E. W. Sorgen, secretary; John Evans, national director; A. White, club president; V. Burdge, vice president; J. W. Galasse, national director; R. Jesberg, treasurer; W. Winesburg, past president.

Crab Orchard Management Club serves an industrial area of several Southern Illinois towns and particularly an industrial group located at the old Illinois Ordnance Plant about six miles from Herrin. This group comprises Diagraph-Bradley Industries, a manufacturer of stencil machines and shipping room supplies; the capacitor division of Sangamo Electric; the Hoosier-Cardinal Corporation, manufacturer of refrigerator hardware; numerous other small industries with the foregoing, coupled with the plants located in Herrin, in particular the Norge Plant and the surrounding independent coal operators, it is felt that a very valuable contribution can be made by the Crab Orchard Management Club.—E. W. Sorgen.

Despatch Shops men proud of new quarters

East Rochester, N. Y.—Despatch Shops' Foremen's Club has a membership of 70 which meets at 11:30 A.M. the second Wednesday in each month for a business session and luncheon, in its newly renovated assembly hall.

Following are a few highlights of our hall: It has a seating capacity of 85 and is equipped with a fireproof projection room, containing a 16 mm projector with sound equipment, a very modern kitchen, complete with electric devices. Subsequent to taking the photograph (this issue), drop leaf tables were installed at the side walls.

Side walls and ceiling are finished with plywood in a panel effect, with modern fluorescent lighting. Each panel contains either a photograph of a different type railroad car this company manufactures, various production



SPLENDID NEW MEETING ROOM of Despatch Shops' Foremen's Club at East Rochester, N. Y. Read details in news story.

operations with heavy machinery, or shop activity group pictures such as picnics, baseball teams.

We, of Despatch Shops, Inc., are proud of this room, which was provided through the efforts and generosity of its Vice President and General Manager George A. Steuber.—E. H. Archambo.

Clark men view wildlife films

Battle Creek, Mich.—At the November meeting of Clark Foremen's Club, and in keeping with the season, four colored outdoor films were shown through the generosity of William Guse, president of the Composite Forge Company of Detroit. Douglas Mills and Joseph Wagner of the Composite Forge brought the films down and showed them with comments on the various scenes. Two reels were U. S. Forest Service films on American wild-

life and the other two, both taken by Bill Guse, were films on kodiak bear hunting in Alaska and big game hunting in British Columbia far off the beaten track.

Reports were given by the members who attended the NAF Convention in Detroit. A report was read from Wm. Davis, NAF director, who was in Jackson attending a meeting of the Frost Gear Foremen's Club. Oral reports were given by Lynn Hollingshead, Henry Steele, Frank Miller, Harry Potter, Donald Winans, James Shirlaw, Richard Corey and Club President Roy Hedstrom.

Over 100 members and guests attended the fourth annual ladies night and dinner-dance at the American Legion Clubhouse.

Two past presidents of the club were introduced and brief history of their work given. Short responses were given by Donald Kingman and Howard Buys.

An entertainment feature was a mock trial with Roy Hedstrom, club president as judge; William Davis, bailiff; Lynn Hollingshead, defendant; Robert Barney, plaintiff; Al Griffith, attorney for the defense; Donald Winans, defense witness; Clyde Smith, prosecution witness and Richard Corey, attorney for the plaintiff.

Music for dancing: by Ray Grier and the Foreman's Club orchestra.

William Davis and Clyde Miles were in charge of the program.—Richard Corey.

Ceramic 'Supers' stage biggest event

Los Angeles—Ceramic Supervisors chapter (NAF) has just completed the most successful undertaking of its career. They sponsored, with the help



NEW OLDSMOBILE is awarded Miss Frances Breen of U. S. Spring and Bumper Co. of Vernon, California in Zone A's Educational and Benefit Fund project—receives her registration papers from West Coast NAF Manager Roy Bell while NAF Director Stu Newson smiles approvingly.



WELCOMING 2200 to Christmas Party was pleasant task of Gladding, McBean President Fred B. Ortman, while Orchestra Leader Skinny Ennis and Ceramic Supervisors President Bob Brix (right) appear happily observant. In "door prize" photo—



Company Executive Vice President C. H. Wittenberg getting a bang out of helping—note the always gayer smile on face of the winner contrasted with those gathered 'round—just human nature.

of their Company, Gladding, McBean & Co., the first annual Christmas party given to Company employees and immediate families. 2,200 employees and wives attended. Party was sparked by an all-star floor show and the music of Skinny Ennis and his orchestra.

Management of the Roger Young Auditorium tells us it was the largest crowd they ever had. Refreshments, buffet style, were served and reports indicate it was about the nicest party most participants ever attended. Fifteen door prizes were awarded, ranging from a carving set and a carpenter's tool kit to an electric blanket.

Attendance was drawn from all of the Southern California plants of Gladding, McBean & Co.: Glendale main plant, Los Angeles, South Gate, and Santa Monica plants. Company President Fred B. Ortman gave a short but spirited welcome—invited all to join in the festivities wholeheartedly.

edly. To prove the party was a rousing success, the management of the Auditorium had to turn out the lights and push late-stayers out, the door. Enuff said?—J. W. Doedli.

'Training to Safeguard Free Enterprise' theme of ASTD meeting

Chicago—The American Society of Training Directors will hold their sixth annual convention at the Palmer House here, March 16, 17 and 18, 1950. The program will emphasize the theme: "Training to Safeguard Free Enterprise."

Principal speakers and their subjects will be:

Carroll E. French, director of Industrial Relations Div., National Association of Manufacturers.

Subject: The New Challenge to Management Performance.

Robert C. Smith, director of industrial relations Pullman Standard Car Manufacturing Co.

Subject: Selling Training as a Management Tool.

Dr. Dewey V. Annakin, chairman of Sociology Department, Indiana State Teachers College, Terre Haute, Indiana.

Subject: A Sociologist Looks at Training.

Dr. Herold C. Hunt, general superintendent of Schools, Chicago, Illinois.

Subject: Adult Education for Industry.

Dr. George S. Benson, president, Harding College, Searcy, Arkansas.

Subject: Training Employees in the American Way of Life.

H. G. Stiefenhoefer, 3617 South Ashland Avenue, Chicago, Illinois has complete information on registration.

In arranging this program, the ASTD has considered the needs of all training directors—whether in sales or manufacturing, whether new in the field or seasoned veterans. The speakers have been chosen for their practical and workable ideas in the field and the ability to present them effectively.

Participants will have the opportunity to associate with outstanding training leaders in the United States and Canada and to see a wide variety of industrial training exhibits: training materials, publications, and visual aids.

Other speakers and discussion leaders include:

Willard E. Parker, well-known psychologist and consultant; **Dr. C. H. Lawshe**, Department of Psychology, Purdue University; **Robert Loken** of the University of Illinois, formerly training director for the Neiman-Marcus Department Store in Dallas; **Dr. Kenneth B. Haas**, professor and chairman of the Department of Marketing, Loyola University, College of Commerce; **Dr. Rensis Lickert**, director of the Institute of Social Research, University of Michigan; **John T. Lynch**, director of training, Consolidated Grocers Corporation; **John W. Vance**, assistant director of public relations, International Harvester Company.

Aluminum Ore's essay contest well received

East St. Louis, Ill.—Aluminum Ore Foremen's Club is winding up its essay contest. Title: "East St. Louis in 1975."

The essay committee consisted Messrs. Scharbert, chairman, Wahlsten, Bullock, Stere, and Dr. Stowe. They report 187 essays received with 145 in junior Division (7, 8, and 9th grades) and remainder from 10, 11, and 12th grades.

Final judges are Charles F. Spilker,



Ed Price (right), foreman of U. S. Spring and Bumper Co., receives congratulations and new car from NAF West Coast Manager Roy Bell. He had solicited the lucky contribution of Miss Breen in Zone A's Benefit Fund project.



ESSAY COMMITTEE at Aluminum Ore Foremen's Club (E. St. Louis) classifying part of entries in Club sponsored contest for 36 prizes preliminary to review by final judges. From left: Dr. V. B. Stowe, E. L. Wahlsten, R. J. Scharbert (chairman), H. B. Stere. Committee-man R. V. Bullock absent due to illness.



CIVIC PROJECT (playground) of Pecco Foremen's Club of David, Kentucky. The Club has cooperated in numerous other projects helpful to the local school and P.T.A.



THE RECORD—and Kimberly-Atlas Management Club Board Members (Kimberly, Wis.) from left (seated): H. Wentzel, G. Sarrasin, T. Lamers, J. Frye; (standing): A. McIntyre, M. True, A. Briggs, W. McDonald, J. Mullen. Kimberly-Clark Corp. Vice President H. G. Boon was principal speaker at Clubs Annual Ladies' Night, 192 attending.

Chamber of Commerce, chairman; James A. Starnes, East Side Associated Industries; and Russell Beebe, city commissioner.

The entire Club feels the results of this first contest try were so gratifying that it may be an annual affair.

There will be 36 prizes awarded: 18 in the junior and 18 in the senior group. Awards will total about \$100.—R. J. Scharbert.

Armco men include wives in plant tour

Houston, Texas—December was a month of unusual activity for ARMCO Foremen's Club. In addition to the regular monthly dinner meeting and open forum discussion, we had a plant tour and a banquet Christmas party for the company supervisors and their wives.

The plant tour at the Fehr Baking Company was unusual in that the wives were included. This is one of the larger bakeries of this area, having an hourly capacity of 5,000 lbs. of bread, is very modern, sanitary. To those who think in terms of old fashioned bread making, it affords a revelation in mechanization.—J. D. Harmier.

New England Council talks foreman selling

Leominster, Mass.—Members of New England Area Officer's Council held an interesting quarterly dinner meeting November 18 in Leominster, Mass. William Radding, council president, presided. Commonwealth Plastic Corporation's NAF Club was host.

Bernard J. Macher, NAF national director, conducted a personality test that had the NAFers laughing.

Bill Wirkkala, president of Worcester Pressed Steel Management Club, suggested that inasmuch as foremen originate most of the purchasing orders in their plants that they should be of further help to management by "talking shop" at joint-meetings. Bill's idea was that if he could sell products manufactured by his company through meeting other foremen he not only would be helping to build his company but the NAF as well. His point was well taken and President Radding said he would hold a panel discussion on the proposition.

Steve Slick, of Philadelphia, greeted the meeting in behalf of Dr. Jim Bathurst, executive vice president for NAF.

Those present also included Louis E. Charpentier, Amedeo Di Russo, Walter W. Gilburg, Dominic Di Russo, Mary C. Senay and Larry Marini, all of the Commonwealth Plastic Corp; Bruce A. Deming, Kenneth R. Green, Jr., Basil C. Kimball, Benjamin M. Pacek, of the Worcester Pressed Steel Club; Warren A. Ivers, Joe E. Mather, Joseph P. Devine, Russell Peterson, John W. Dalton,

of the H & B American Machine Company; Laurence L. Haskins, H. E. Brafman, John Puppolo, John Shields, George Saulnier, of the Sprague Electric Company; Howard Karkutt, H. B. McGurk, George Joudry, Kenneth A. Casavant, of the Independent Lock Co.

Coopland at Pittsburgh Plate Glass Club

Henryetta, Oklahoma—Harry Coopland, NAF representative was guest speaker at the Pittsburgh Plate Glass Company Supervisors meeting November 16, at their club room. Mr. Coopland, well known for his sense of humor, augmented his prowess as a speaker with a subject on loyalty. The theme expounded man's loyalty to his home, his company, and his community.

A very enjoyable evening was concluded with a Dutch Supper and recreation. Other guests were Walter O'Bannon NAF national director for Oklahoma, Al Frezer and Bob Hobson from the Tulsa Club, and Bob Moore and Jerry Nash of the Manhattan Construction Company.—W. C. Mayfield.

Foremen form new area council

Two Rivers, Wis.—Forty-six representatives of 12 foremen's clubs of Wisconsin met at the Two Rivers Elks Club recently to organize a state council of clubs affiliated with the National Association of Foremen.

Officers elected were Julius P. Everson of the Hamilton Manufacturing Company, Two Rivers, president; Paul F. Hofmeister of Milwaukee, president ex-officio; Mauri Dailey of the Manitowoc Shipbuilding Company, secretary; and Joseph F. Nelis of Milwaukee, treasurer.

Others in attendance included Clarence Akridge of Chicago, national staff representative; Ray Commo of Fond du Lac, district director; Frank Kracha of the Hamilton Manufacturing Company,

district No. 2 representative and Irving Kersten of Kaukauna.

The group will meet again in Appleton, January 20, to arrange plans for a conference of all industrial foremen in April.

West Virginia C. & C. men hear Dr. Maclin

Omar, W. Va.—The West Virginia Coal & Coke Management Club held their monthly meeting November 20. Officers were installed and new committees appointed. W. M. Eynon, national director of The National Association of Foremen assisted in the installation. Mr. Eynon spoke briefly of the part the NAF was taking in combating communism in America.

The Club Room was opened to the public following the business session and the speaker, Dr. E. S. Maclin of Marshall College, was introduced by T. R. Workman, vice president of the West Virginia Coal & Coke Corp. Dr. Maclin's subject was "We Take In Each Others Wash" in which he brought out the way in which various industries are dependent upon each other for materials and the effect that changes in volume and cost have upon each industry.

Dr. Maclin outlined the growth of industry and the effect on the relations between management and labor.

In speaking of the money invested by industry and the necessity for a profitable business he said: "Each individual from the top to the bottom is responsible for the money invested in industry . . . There is the necessity for profit before every working man's job is safe."

The meeting was concluded after a light buffet luncheon.

Times-Grayson meeting

Lynwood, Cal.—The auditorium of the Times-Mirror Bldg. was the scene of an interesting joint meeting of the



INTERESTED is W. M. Eynon, training director for Island Creek Coal and NAF national director during West Virginia Coal & Coke Management Club session at Omar where he installed newly elected officers in November.



"Welcome to Grand Sheet" says James Schifo, president of Chicago's Grand Sheet Metal Works Management Club in welcoming Chicago area management club officers (22 clubs were represented) at their November meeting. "Cap" Nicholson was speaker of the evening.



WISCONSIN COUNCIL FORMED—at Two Rivers on November 18. Twelve clubs were represented. Official NAF representation (4-man photo) included (from left): R. W. Sterneke, Lakeside Bridge & Steel Company, Milwaukee; R. G. Commo, Giddings & Lewis Machine Tool Company, Fond du Lac; Clarence Akridge,



NAF staff, Chicago: F. W. Kracha, Hamilton Manufacturing Company, Two Rivers. New Council's officers (3-man photo) from left: J. P. Nelis, treasurer; J. P. Everson, president; M. S. Dailey, secretary. Much of the future strength of the foreman-management activity lies in these state or area councils.



SPORTS EDITOR PAUL ZIMMERMAN (Los Angeles TIMES) addressing joint meeting of management clubs of Los Angeles TIMES, MIRROR, and Grayson Administrative Conference (Robertshaw-Fulton Controls Co.). Others at speaker's table (from left) Fred Beck, GAC secretary; Mil Alway, GAC president; Jack Healy, president TIMES Club; Al Pisonero, GAC vice president.



Evansville's Briggs Management Club members and their ladies oblige cameraman during November Ladies Night.



WORLD ECONOMICS is U. S. economics these days and foremen (and some others on up the ladder) need plenty of schooling. Here in San Francisco, during joint meeting (November) of United Air Lines and Trans-Ocean Airlines, Dr. E. S. Nelson (second from right) addresses members attention to some important facts worldwide. From left: President Hobdy, Trans-Ocean Club; President Harrison, Hall Scott Motor Club; President Long, United Air Lines Club; Dr. Nelson; Vice President Jones, UAL Club. (United Air Lines photo)

Times-Mirror Management Club, representing two of Los Angeles' metropolitan newspapers—and the Grayson Administrative Conference from Robertshaw-Fulton Controls Company.

The meeting and dinner followed an inspiring conducted tour of the Times and Mirror newspaper plants.

A pledge of allegiance to the flag preceded the introduction of G.A.C. president, Mil Alway by Jack Healy, Times Club president, who conducted the meeting.

Main speaker of the evening was Paul Zimmerman, sports editor of the Times, a nationally known sports figure.

Two interesting films were shown—one dealing with the fine points of baseball—the other a scientific method of warehouse and material handling.—Joe McMillan.

Subversives topic at Granite City Steel

Granite City, Ill.—Granite City Steel Company Foremen's Club enjoyed a most interesting meeting on December 8. Most important business was results of election of officers: president, K. B. Pellett; vice president, Art A. Schoenbeck; secretary, O. Griebel; treasurer, C. B. Gold; Board of Control, R. Cress, A. Schlechte, L. Knufinke.

Guest speaker, Lt. J. Gallagher of the St. Louis Police Department was introduced by W. Klostermeier. The subject of interest was "Subversive Organizations and the Control of their Activities."

Guests included, Chief of Police Gene Burnett of Granite City and Officer W. Grab of the St. Louis Police Department.—K. B. Pellett.

Ladies nite at Briggs

Evansville, Ind. — Second annual Ladies Night was celebrated by Evansville Briggs Management Club at the November meeting held at the Vendome Hotel.

One hundred wives and friends of members were treated a turkey dinner and each of the ladies received a corsage. Professional entertainers from Chicago provided a floor show after the dinner.—H. W. Frank.

\$1000 suggestion award at Oliver Corporation

Springfield, Ohio—Santa Claus, in the form of a check for \$1,000.81 came early to James W. Rhoads, an assembler in Springfield Plant of Oliver Corporation.

The check came as a result of a suggestion turned in to the Oliver Suggestion System by Rhoads for elimination of several parts in the grain drill hitch and the improvement of its appearance.

Presentation was made by Jake Groeber, general foreman of Assembly departments, who has been active in

MANAGE January 1950

the promotion of the Suggestion Plan here.

Alva W. Phelps, president, congratulated Mr. Rhoads after the ceremony.

"Your own effort and ingenuity earned this award for you," said Mr. Phelps. "Your supervisor, the management of this plant, and the men and women who work with you here also share in the tribute which it represents. The Oliver Suggestion Plan is a matter of great personal interest to me, and I know that the progressive atmosphere emphasized here offers you and the entire plant organization a successful future in this opportunity to share in the benefits of better and more efficient manufacturing."

The winnings will be used to finish the house Mr. Rhoads has been building and take care of some other worries.—Tom Roberts.

Diamond Alkali men hear about advertising

Painesville, Ohio—The advertising done by Diamond Alkali Co. affects the welfare of its every foreman and worker. That was text of message to Diamond Foremen's Club members at their kickoff meeting by John Manuel, account executive for Fuller, Smith and Ross advertising agency which handles the Company's current campaign.

"It makes good sense," he reasoned, "to insure tangible assets—good will, prestige, and product preference—against tangible loss, by use of sound, consistent advertising."

Describing the work advertising must do as the agency sees it, the speaker presented a sound case for the Company's advertising in national news magazines and trade journals, giving every one of the large group present a new perspective on advertising.

A "get acquainted" series of introductions prior to the address was well received, and plans are to make it a feature of this season's meetings.—H. L. Mayhew, Jr.

King's County hears Mickey McConnell

Brooklyn—Our "Sports Night" held the spotlight at the November dinner meeting of the Kings County Foremen's Club, at the Park Vanderbilt. Guest speaker was Mickey McConnell, scouting director of the Brooklyn Baseball Club, who addressed the members on "Scouting and Training Promising Players." Mr. McConnell's background in organized baseball gave him such wealth of material that he held our attention and interest whether we were fans or not.

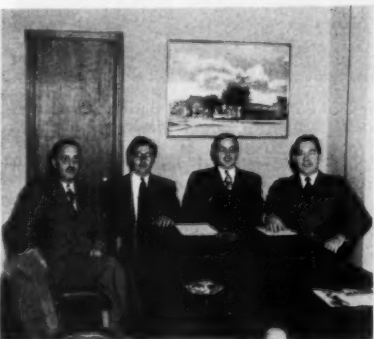
Mickey McConnell became associated with baseball as a bat boy for his town team at the age of five. He organized and managed an amateur team at sixteen. He began writing sports for his town paper when in Junior High



THOUSAND DOLLAR IDEA—J. W. Rhoads, Assembly Department of The Oliver Corporation, Springfield, Ohio, (second from left) receives check for \$1,000.81 for his contribution to Company's Suggestion Plan. Mr. Rhoads' suggestion enabled the Company to reduce costs and improve appearance of grain drills through elimination of parts. Presentation by Jake Groeber, general foreman of Assembly, while J. E. Charters, Suggestion Plan secretary, and Alva W. Phelps, Oliver Corporation President (right) look on. (Grain drill in background.)



Advertising account executive tells Diamond Alkali (Painesville, Ohio) Foremen's Club members why advertising is necessary. Speaker is John Manuel of Fuller, Smith and Ross. Looking on interestedly (from left): J. E. York, NAF Director H. H. Minister, (Mr. Manuel) and C. R. Ott, president of Diamond Club.



MANAGEMENT CLUB BUSINESS is the order as new officers of Giddings & Lewis Staff Club of Fond du Lac, Wisconsin, confer. From left: F. Glassel, treasurer; V. Unger, vice president; G. Becker, president; R. Commo, secretary.

School and doing radio announcing over local stations. Raymond Dumont, president of the National Semi-Pro Baseball Congress, hired McConnell in 1937 to become executive secretary and publicity director of that organization. In 1939 he was employed by Larry McPhail as business manager of the Brooklyn Dodgers Farm Club at Dayton, Ohio. Later he became assistant to Branch Rickey, Jr. as secretary and scouting director of the Brooklyn Farm System.

After the address we were shown a sound motion picture entitled "The Double Play King." This film showed us the planning, practice and coordination that goes into executing the spectacular "Double Play" in the baseball diamond of the Major Clubs.—Earl Valet.

THE KINGS COUNTY FOREMEN'S CLUB

Every time I think of Brooklyn
With its lone, now famous tree
And the good old faithful Dodgers
What a thrill it gives to me.

Brooklyn has its Coney Island
Prospect Park and Sheephead Bay
And a Wealth of Gems in history
We neglect, I'm sad to say.

But there's something else I cherish
Like a mother bear its cub.
So I make my monthly visit
To Kings County Foremen's Club.

Let's extend an invitation,
Visit us next Meeting Night,
Sit down at the table with us,
Eat a meal that's a delight.

Listen to a noted Speaker,
Not the kind who'll grate and bore,
But will hold your rapt attention,
When he's through you'll wish for more.

Then, perhaps, there'll be a Movie,
Educational, of course,
For combining sight and hearing
Gives the subject greater force.

Why should I become a member?
You may ask, so I will state,
We must hold aloft this banner
"Foremanship Kept Up-To-Date."

Let me say now, in conclusion,
Though you travel far and near,
You'll not meet a finer group of
Men than you will find right here.

WE'RE BACKING and BOOSTING NAF

Lincoln Extension Institute, Inc.
1401 W. 75th St.,
CLEVELAND 2, OHIO

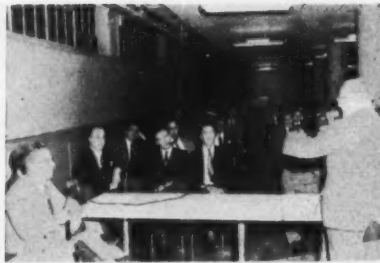
"The School of the Factory
Executive"

LOUIS S. VOSBURGH, President
J. FRANCIS CARLE, M.A.,
Educational Director

Write for free 48 page descriptive
brochure "Getting Ahead In Industry"



QUIZ NIGHT ON MANAGEMENT PROBLEMS was interesting program at Link Belt Management Club (Philadelphia) recently. Left photo: Roving Reporter William Lynch (back to camera) and contestant Robert Lowry; middle photo: guest speaker and



quizmaster, Tom Donovan, projects another question; right photo: Albert Lund (holding mike) answers question—and Mr. Lynch. Correct-answer awards were silver dollars.



Economist at joint Taloa-UAL meet

Oakland, Cal.—November 10 meeting of Taloa Management Club was a joint meeting sponsored by United Air Lines. Speaker was Elmer S. Nelson, economist and consultant, formerly adviser and consultant for various government agencies, including the War Trades Board.

Mr. Nelson discussed "Business This Year and Next". A pleasing supper was served in the United Air Lines cafeteria at their maintenance base located at Mills Field, South San Francisco. This is the second joint meeting held by the two clubs during 1949.—W. L. Nye.

Second anniversary

Chicago—Grand Sheet Management Club held their meeting at the Society of Engineers Club December 3. Barney Lederman, a "former employee" professionally known as Boris, the Russian Magician entertained. Two prospective members were presented.

James Shifo, Club president, swore in newly elected officers. Frank Spink, national director from Sherwin Williams Company, spoke on the investment of each member to make the club more prosperous—emphasized "personal contact makes a team."

Guest speaker, R. Uslander, president of our company, said he was thrilled with the attendance. To start a project is easy but to keep it growing as our club has progressed with many rough obstacles in its path must receive the highest praise. Congratulations were extended to the parting officers for splendid work and heartiest

best wishes to the new officers for continued success.

He thanked the management team for their wonderful cooperation the past year and gave a review of business conditions with its many ups and downs. He stated: "To give a preview for the coming year was an impossibility. Business is what we need."

The time and day was announced for the Slide Rule Educational Project. Good fellowship concluded an afternoon that was most enjoyable.—Leo Leonard.

The Bugles Blow In Kokomo



FLOOR SHOW ANTICS during November Ladies' Night at Briggs Management Club, Evansville, Indiana as Plant Protection Chief Ray Hufnagel himself appears in need of a bit of protection.

SECOND ANNIVERSARY of Grand Sheet Management Club, Chicago, and installation of new officers finds Grand Sheet Metal Works President R. Uslander (standing) on deck and (from left) V. Owles, Club president; J. Shifo, past president; P. Mohoric, vice president and S. Rainer, treasurer of the Club.



South Bend Oliver men report varied doings

South Bend, Ind.—The Oliver Management Club here has held three monthly gatherings since our last report.

October 20, the regular dinner was followed by entertainment provided by Clyde Powell and a group of assistants who performed tricks of magic and feats of hypnotics which were well received by an almost 100 per cent turnout.

On November 10 came one of the feature affairs of the year: the Annual Feather Party.

After a very fine dinner provided by the LaSalle Hotel in the Bronzewood Room the evening was devoted to bingo. Some 40 turkeys furnished by the club were distributed for Thanksgiving dinner. During supper music was provided.

On December 15 the gala program of the season was held in which wives of members were participants and each presented with a gift certificate by Santa Claus. Dinners were served to approximately 320.

Evening's entertainment was provided by children of the Northern Indiana Conservatory Dancing School and featured ballroom, acrobatic, tap dancing.

The crowd danced to the music of Bob Shilts and his orchestra.

Our January meeting will feature J. Elmer Peak, Judge of Superior Court, as guest speaker. Judge Peak has traveled over most of the world and will relate his adventures in foreign lands and give his impression of the tide of world events.

In concluding the year of 1949 we cannot refrain from thanking The Oliver Corporation for the many things it has done to foster our organization and to express appreciation for the part company leaders have played in making it a success.

Our thanks to the officers and directors who have given so unselfishly of their time and energy. To MANAGE our promise of sincere co-operation in the future for a bigger and better NAF.—J. E. Guendling.

Washington

From Page 4

great city, you look at Washington, to learn how the actions of the President and the Congress affect you. As has been so well said, "Being scared is a most un-American activity." But being alert must become increasingly an American activity on a broad scale.

Rockne Knew

From Page 8

know and do his job. The line will hold or charge the opponents. The backfield will carry the ball. The specialists will kick and pass. But if there is a fumble, everyone will try to recover for the team. With such an organization, the production goals will be reached and everyone will have more security and self-satisfaction. The main thing for top management to remember in training their team is that a unit can't pull together unless it knows the direction in which to pull.

Club Helps

From Page 16

Questions had to do with the company's working capital, earnings, taxes,



A (NAF) TREE GROWS IN BROOKLYN, TOO—and behind its nurturing is one King's County Foremen's Club and its busy Board of Control here pictured—and saluted! "Good luck in '50 men. There's a job to be done . . . 'for your land and mine!'"

investment per employee, time required to procure materials, cost of advertising, location and heads of various divisions, technical details of present and past Packard cars, amount of the company's monthly telephone bill and even the number of cylinders

in the Liberty motor made during World War I.

Four hours' time was allowed for the quiz and contestants were permitted to obtain information from anybody present except members of the committee who prepared the question.

Note to Executives . . .

- Only through the "foreman" wing can the management team extend "personal" leadership—that man-to-man leadership necessary to counteract the personal leadership of the "stewards" of national socialism and welfare statism in industry's shop departments.
- Your messages on truthful economics—on "Hooverizing" an out-of-hand federal bureaucracy—can reach 40,000 American foremen (they await only the necessary ammunition) through

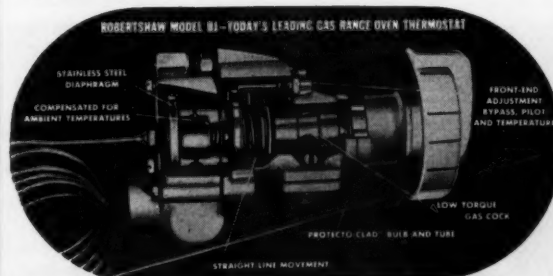
MANAGE Magazine

(First with America's foremen)

10,000.000

IN USE

In addition to these important features Model BJ Thermostats have an important hidden quality that no camera can record. It's the "know-how" accumulated through fifty years of experience producing efficient, dependable controls for a wide variety of uses in home and industry.



In Home and Industry, EVERYTHING'S UNDER CONTROL



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BROADBENT THERMOSTAT DIVISION, Bridgeport, Connecticut

ence leadership on the part of the supervisor—a very important and necessary tool of today's management men.

3. THROUGH MANAGEMENT CONSULTANTS.

Usually the type of program to be used is suggested by the consultant after initial surveys are presented to management. This can embody reports, training company personnel, establishing of new departments, or other means as seem desirable. The outstanding advantage of this procedure is that management can draw from the wide experience of the consultants in similar industries.

4. THROUGH AN EMPLOYEE'S SUGGESTION PLAN.

In the past, this method has been used quite extensively, particularly during the war. There are innumerable variations of this plan in practice today. One commonly used is to establish a company or a company and union joint committee to review suggestions as turned in by employees. They select the best suggestions and award monetary payments or other prizes for them.

Whenever possible, data should be computed by the Engineering or Cost Department to ascertain the net savings incurred if and when the suggestion is put into effect.

To obtain best results, all suggestions should be presented on a form with both the present and proposed methods explained fully.

The amount of money paid for suggestions can be calculated at 5 percent of the net yearly savings. Also, a flat sum of money can be paid for all suggestions



TAKING A BOW are Battle Creek Foremen's Club 1949-50 officers (from left): Vice President Ivan Austensen; Secretary R. W. Westphal; Treasurer Russell Smith; President Gordon Morrison.

used regardless of the savings involved. Most companies place a top limit on the amount of money that may be paid to any one individual for a single suggestion.

Management's responsibilities . . . It should be stressed that many well intended and much needed plans fall by the wayside due to the lack of adequate planning, organization and cooperation on the part of management.

To make the plan a success, all management, from the president of the company down, must be willing to support it whole heartedly.

Alcoa

From Page 7

each man's boss is asked to indicate his opinion of the functions which each of his subordinate managers performs. Finally arrangements are made for each man to get together with his boss and reconcile their respective opinions on the functions which the subordinate performs.

The important factor here is the reconciliation. The foreman and his boss sit down and discuss his responsibilities and authority—arrive at a mutually

understood conclusion. It is also then possible to chart the functions of management performed by the foremen, top management, and staff departments so that all in the management group can visually understand what total management is and how it operates. As a result of many such studies, Alcoa now knows that "Management is the Foreman's Business."

The Percolation Principle . . . One concept of Alcoa's Conference Plan which helps to foster participation by all members of management is the "percolation principle." Like the Company's Wear-Ever aluminum coffee pot, the mechanics of the program are so designed that the ideas of the management group can easily boil up to the top of the management structure. Then, as does the water in the coffee pot, these same ideas filter down through the "coffee blend" of the management group to create the fine "brew" of a coordinated management team.

This percolation principle may be used in developing company-wide information programs; local problem-solving conferences; or getting action on a particular problem at a specific plant. Through its use, all of the elements of Alcoa management play a part in getting results through the Conference Plan.

The function of the training staff . . . The development of the Conference Plan required the organization of a group of individuals trained in applying the techniques of teaching, writing, illustrating, and dramatizing the meeting material prepared to meet those management problems which can be approached through the Plan. At present Alcoa has a central training group working in its Pittsburgh offices whose principal duties are to:

- A. Prepare scripts and appropriate visual aids on material which can be used on a company-wide scale.
- B. Assist the plant training group



"WELCOME, OLD COLONY MANAGEMENT CLUB"—group of its membership poses for photographer. Happy smiles of newly installed officers belie fact that the Los Angeles temperature was 103 degrees that night. In official group (from left) D. Ken-



nedy, Board of Education; B. W. Messer, NAF vice president (Lockheed) who presented charter; Faye Dougal, Club secretary-treasurer (lucky club, huh?); Gene Powell, president; Bill Weisenborn, vice president; Dusty Savells, board of program planning.

in solution of their local training needs by advice and personal assistance.

- C. Assist in the training of conference leaders at plant locations.

Each plant participating in the Plan has a conference director (larger locations may also have an assistant) charged with the responsibility of fitting company-wide materials to the local situation as advised by his management group; to develop local conferences as requested by the local plant; and to carry out the complete mechanics of the Program. This is a real job and an important one.

To assist in training these men and to more effectively coordinate their widespread activities, meetings of the plant conference directors are usually held twice a year at a central location. Here future conference plans are discussed, past experience is recounted, and results measured. Actually, these meetings provide yet another channel of communication through which management information can flow both up and down the organization.

Acceptance of the program . . . Alcoa believes its Conference Plan is being accepted by foremen and other members of management as a useful management tool. Interest has been high. Surveys designed to indicate foreman interest and acceptance show that more than 90 percent of the 4000 men participating like the philosophy of the Program and the way it has been carried on. Attendance at plant meetings runs from 80 to 90 percent of those participating. Since participation is completely voluntary, this would appear to indicate a high degree of foreman interest and satisfaction in their Program.

Results . . . Alcoa knows that all objectives of the program have not been met. There is, however, evidence that considerable progress is being made. Reports from plants across the country indicate improvements in production, quality, and cost performance which can be traced in part to the use of the Conference Plan as a management tool.

Of even greater significance are reports that foremen feel they are being treated more like the real managers they are. This is producing valuable long-range results. As one works manager put it: "One thing which impresses me as a result of a couple years' experience with this program is the change in attitude on the part of my management group. Today, I find that more of our management men are becoming genuinely interested in the overall problems of management, are asking more questions, and are putting into practice many ideas which will help us do the job that faces us."

Alcoa feels that if the Plan can do nothing more than stimulate interest and arouse enthusiasm in its manage-



NEW OFFICERS of the West Virginia Coal & Coke Management Club, Omar, West Virginia, look on as Fred Rasnick receives symbol of authority from Greene Conley. Left to right are: Garland Endicott, secretary; D. J. Joines, vice president; Rasnick, president; Conley, retiring president; H. L. Brown, treasurer.

ment team that the time, money and effort spent to date will have been a worth-while investment.

Future plans . . . Now that the initial phase of the experiment has been completed, Alcoa's Conference Program is moving into new fields with the help of other staff departments. The principles of management communication and participation which have been developed are being used to discuss the problem of industrial lubrication.

They will be used very soon to explore the problem of negotiating and using the company's collective bargaining agreements. Here, for the first time, the problem of contract negotiation and interpretation will be presented to all members of Alcoa management on a company-wide scale. Once this is completed, all members of Alcoa management will then be asked to participate in a series of conferences designed to determine the weaknesses of the present agreements from the

point of view of the operating manager—and to suggest possible changes to improve the workability of future agreements. Here again participation and communication are expected to produce real results.

As a result of three years' experience with its Conference Program, Alcoa feels that it has found a management procedure which can do two things for the company:

- Tap the vast reservoir of industrial experience that exists in its management group and bring it to bear on problems faced by Alcoa.
- Disseminate to all its managers information which will enable them to do a better job for the company.

More important, however, is the fact that the Program, based as it is on participation, is bringing home to every Alcoa management man the realization that "I help manage this plant!"

Industry . . . At Work

South Bend, Ind.—Publication of new edition 49 of the book "How to Run A Lathe" is announced by the South Bend Lathe Works. Containing 128 pages and more than 350 illustrations on the care and operation of metal-working lathes, this book may be used as a reference by experienced machinists or as a text by the apprentice or shop student.

Available in paper binding at 25¢ imitation leather fabrikoid binding at \$1.00, postpaid. Orders from the South Bend Lathe Works, South Bend 22, Indiana, U.S.A.

Queens Village, N. Y.—New "adapter base" that converts almost any bench grinder into an accurate carbide grinding machine has been developed by E. F. Hager and Son, here. Attachment makes available the same patented "reciprocating action" tool holder used in the large Hager universal carbide grinder—permits accurate grinding of carbide tools with only modest investment.

Although the new attachment was designed principally for the grinding of carbide tools, all single point cutting tools requiring exact angles can be ground more quickly and perfectly with it.

Pittsburgh—Mechanical ventilation of industrial structures to remove air contaminated by fumes, dust or gases necessitates another function of equal importance: replacing the air exhausted from the building.

How this can be accomplished efficiently and economically in foundries and other types of industries is described in new illustrated brochure—just published by Heating Section of Dravo Corporation, here—believed the first study of its kind. Write for free Bulletin 520.

During summer, replacement may not have to be accomplished mechanically—could be sucked in through open windows and doors. During cold weather, however, replacement air

* brought in from the outside this way would create uncomfortable temperatures.

Removal of large volumes of air from a building without replacing it causes negative atmospheric pressure that hampers proper function of exhaust fans and upsets combustion balance for ovens or process equipment, resulting in poor efficiency. In some cases, supply of fresh air protects plant machinery from corrosive action of air contaminants.

The Dravo "Counterflo" Heaters described in brochure perform triple function: drawing in the air from outside, heating it (if in winter) to desired output temperature, distributing it uniformly without drafts throughout working area.

Here's an ingenious - but - practical method of removing snow from plant yards, area-ways, shipping docks, etc. Snow can be removed speedily by this application of the crane truck. Special shoveling crews are eliminated. Extra



snow-removal equipment and operators are not required. Another use for extinguishing plant equipment is found.

Construction of snow-shoveling attachment is simple. Unit comprises a large welded-steel scoop and a rig for mounting the scoop to the truck.

The rigging comprises a structural-steel "A"-shaped element, two lengths of chain, a piece of iron pipe.

The "A"-shaped element is pinned, at narrow end, to base of boom of the Yale crane truck. The scoop is pinned between legs of the "A". Chain, with pipe used as a spreader, supports the "A" structure and scoop from top of boom.

In operation, boom of the Yale truck is lowered until the scoop rests on ground, and truck moves forward until scoop fills. Boom is lifted to lift bin, and truck swings or transports load to the dumping area. To dump, crane-hook is engaged with an eye welded to back of bin, and hook is raised.

This simple mechanism is quickly attached and detached. It can also be used to handle sand, gravel, coal, earth, waste, other bulk materials, according to The Yale & Towne Manufacturing Company, Roosevelt Boulevard & Halderman Avenue, Philadelphia.

The Bugles Blow In Kokomo

Toledo—A new high-compression engine is in the advanced stages of development at Willys-Overland Motors, it was revealed by Delmar G. Roos, first vice-president.

To be available in four and six cylinders (for Willys spring product program), the new powerplant is approximately same size as current line, but has appreciable increase in horsepower and some features reported revolutionary for American automotive engines.

Cleveland—Factual engineering data emphasizing the versatility, strength and dependability of steel castings is incorporated in a comprehensive technical chart now being distributed by the Steel Founders' Society of America as an aid to design engineers and purchasing Department Engineering staffs.

As a reference guide to economical production of steel castings, it comprises a simplified tabular listing of general engineering types of steel castings, classified according to tensile strengths. Essential data include indicated engineering and design applications, current specifications, typical specifications for special tensile grade requirements; also reference data on specific yield point, elongation, reduction of area, hardness and impact evaluations, endurance limits, modulus of elasticity, machinability, types of heat treatments.

Copies may be obtained from F. Kermit Donaldson, Steel Founders' Society of America, 920 Midland Building, Cleveland 15.

New York—More than 7,000,000 free booklets, covering a wide variety of interesting subjects, have opened a new information channel between General Motors management and employees in plants from Massachusetts to California, Harry B. Coen, GM vice president in charge of employee relations, reported in a recent panel discussion at the annual meeting of the Public Relations Society of America.

The booklet program, known as the GM information Rack Service, was begun experimentally following the "My Job and Why I Like It" contest in which 174,854 GM employees told management what they enjoyed about their work.

Lake City, Minn.—Precision box fingers, new valuable accessory for all DI-ACRO brakes, are about to be offered on the market. Brochure with complete information available from O'Neil-Irwin Manufacturing Co., here.

All DI-ACRO brakes, regardless of the date purchased, can now be quickly converted to a precision box and pan brake by merely using the DI-ACRO box finger bar in place of the solid top bar.

DI-ACRO box fingers are reported valuable for both experimental and production operations since they can be

quickly adjusted for any size box within their capacity in graduations of 1/4".

New York — "Outline for Pension Planning"—a group of twelve articles that offer a practical guide to the problems involved in establishing a company pension plan—is now available in a compact, 16-page booklet. Priced at 50¢ per copy, the pension guide may be had by writing to THE JOURNAL OF COMMERCE, 63 Park Row, New York 15, N. Y.

Safety Salon

New 'how to' booklet for eye safety program

Southbridge, Mass.—New booklet "How to Set Up and Conduct a Safety Rx Program," containing information useful in planning or expanding a program of eye safety through use of prescription safety goggles has been prepared by American Optical Company, Southbridge, Mass.

Booklet includes suggestions on how to obtain necessary professional services to implement an eye safety program and step-by-step instructions on use of a new Safety Rx Order Book supplied by the Company to industrial concerns.

Information is based largely on existing practices in some of the country's largest and safest industrial plants—users of American Optical's "Corrective-Protective" service.

Copies may be obtained upon request.

New decals help locate right fire extinguisher

Chicago—To help identify and locate the right fire extinguisher in a hurry, the Meyercord Co. reports development of two unusual new decal sets for positive selection in two fire classifications: (1) wood, paper, rubbish; (2) electric, gas, chemical.

Large decal is supplied for wall above the fire extinguisher, smaller one for extinguisher itself. Decals identify in three ways: by actual copy, naming type of fire; by design; by color code.

Reports from extinguisher manufacturers, insurance companies, municipalities and industrial establishments indicate a reduced time lapse in selecting proper extinguisher when decals are used—especially when employees have color deficiencies, or are unable to read.

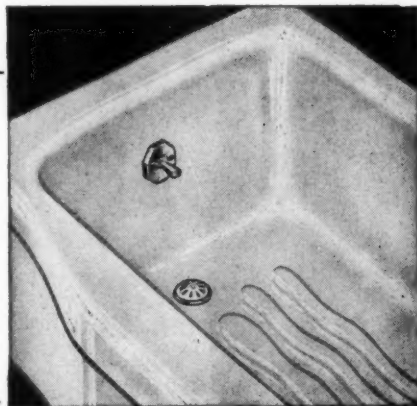
For details regarding these copyrighted designs: Meyercord Co., 5323 W. Lake St., Chicago 44, Ill.



... obviously not a Briggs safety-bottom bathtub!

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No mistaking a Briggs Beautyware bathtub—because there's nothing like it in the business. It's die-formed steel. It's an easy-to-lift 110 pounds. It's leakproof at tub-wall line (thanks to an integral lip flange). It's superior in quality: every tub furnished in stainproof (acid resistant) porcelain enamel at no extra cost. To say nothing of its famous Safety-Bottom—safety hand grip—side-rim seat . . . greater level-bottom area! No wonder Briggs Beautyware—with its pace-setting design and moderate cost—is the best-to-be-had in plumbing fixtures today! Write now for new catalog featuring Briggs plumbing fixtures and Briggs brass. Briggs Manufacturing Co., 3000K Miller Ave., Detroit 11, Mich.

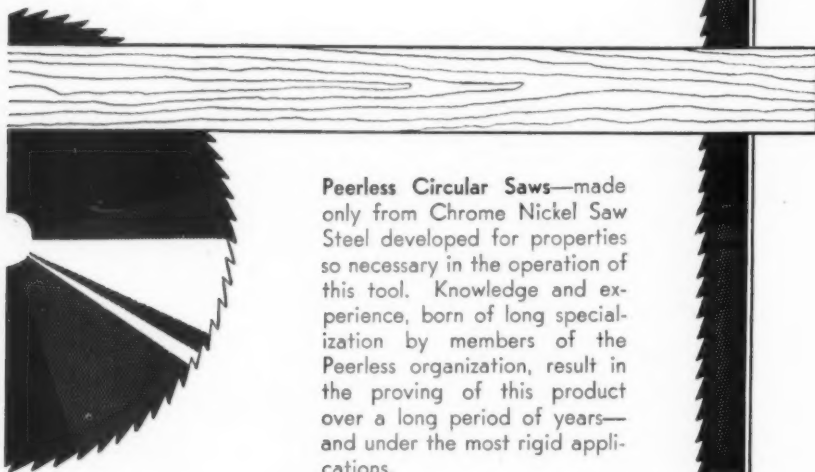


BRIGGS *Beautyware*

You're looking at the greatest boon to bathers ever invented: Briggs' patented Safety-Bottom. It's safer for sit-down or shower bathing, for getting in and out.

pride of product...pride of personnel!

Since its beginning, The Peerless Saw Company has contributed to the increasing efficiency of American industry. By devoting its activities to the production of high grade industrial saw blades only, Peerless best serves the requirements of critical Management Men — today and tomorrow.



Peerless Circular Saws—made only from Chrome Nickel Saw Steel developed for properties so necessary in the operation of this tool. Knowledge and experience, born of long specialization by members of the Peerless organization, result in the proving of this product over a long period of years—and under the most rigid applications.

Peerless Narrow Band Saws—made from Swedish Steel, native properties of which, together with our advanced methods in manufacturing, make for their continued acceptance by industry. Peerless quality insures efficiency and high production levels with minimum attention and maintenance. Initial cost is low too!

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